

Montana Department of Corrections

2011 Biennial Report





Montana Department of Corrections 2011 Biennial Report

To the people of the state of Montana

Gov. Brian Schweitzer
Director Mike Ferriter

Our Mission

The Montana Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.

The narrative in this report reflects activities and conditions during fiscal years 2009-11.

Acknowledgements

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Each division and bureau for contributing their time, talents, advice and information

Our Values

Montana Department of
Corrections employees
respect the rights and
dignity of all people.

Our Goals

Maintain the safety of the Montana public and the security of
our citizens, communities and homes

Earn public trust through openness and responsiveness

Provide accurate, timely information and support that
contributes to the restoration of victims of crime

Reduce the risk of offenders committing more crimes by
enhancing treatment programs in secure facilities and
increasing dependence on community corrections programs and
services, all of which are designed to help offenders succeed as
productive, law-abiding citizens and remain out of prison

Operate correctional programs that emphasize offender
accountability and rehabilitation, staff professionalism and
responsibility, public safety, and efficient use of taxpayer
dollars

Provide an employment and program environment based on
professionalism, personal responsibility, and respect for each
individual

Corrections Code of Ethics

(All newly hired Department of Corrections employees sign a statement agreeing to abide by this code.)

1. I shall perform my duties with high standards of honesty, integrity and impartiality, free from personal considerations, favoritism and partisan demands. I shall be courteous, considerate and prompt when serving the public.
2. I shall maintain respect and professional cooperation in my relationships with other department staff members. I will not sexually harass or condone sexual harassment of any person. I shall treat others with dignity, respect and compassion.
3. I shall report job-related illegal or unethical behavior to the appropriate authority.
4. I shall provide offenders with humane custody and care, void of retribution, harassment, abuse or mistreatment. I shall maintain confidentiality of information that has been entrusted to me and designated as such. I will not incur any personal obligation that could lead any person to expect official favors.
5. I will not discriminate against any offender, employee or member of the public on the basis of age, race, gender, religion, creed, political belief or national origin.
6. I shall conduct myself in a manner that will not demean offenders, fellow employees or others.
7. I shall uphold the tenets of the United States Constitution, its amendments, the Montana Constitution, federal and state laws, rules and regulations, and policies of the department.
8. Whether on or off duty, in uniform or not, I shall conduct myself in a manner that will not bring discredit or embarrassment to the Department of Corrections and the state of Montana.
9. I will not use my official position for personal gain.
10. I shall maintain acceptable standards of personal hygiene, grooming and neatness while on duty or otherwise representing the department.

This statement of principles signed in 2006 governs the policies and practices of the Montana Department of Corrections.

DEPARTMENT OF CORRECTIONS



BRIAN SCHWEITZER, GOVERNOR

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Corrections Principles

Since the beginning of the Schweitzer administration, Department of Corrections' issues have been of primary importance. Faced with a constantly growing adult offender population, increasingly difficult juvenile offenders, overcrowded prisons, heavy workloads and thousands of felony arrest warrants waiting to be served, the administration recognizes the need for clear policy and direction.

The following are Gov. Brian Schweitzer's guiding principles for corrections:

- Public safety underlies all decisions.
- The needs of crime victims and the obligation of offenders to make restitution to those victimized by their crimes will be recognized by corrections programs and officials.
- Rehabilitation services, with an emphasis on community programs, are essential in restoring offenders to productive, law-abiding citizens.
- Society, through its government, is responsible for managing offenders; government correctional facilities are preferred over private, for-profit operations.
- Incarceration of offenders should take place in Montana rather than out of state.


Gov. Brian Schweitzer


Director Mike Ferriter

"AN EQUAL OPPORTUNITY EMPLOYER"

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ON THE COVER: Corrections encompasses a variety of programs. Clockwise from far left: a tower at Montana State Prison at Deer Lodge, a sign marks the Missoula probation and parole office, the Great Falls Prerelease Center, Pine Hills Youth Correctional Facility in Miles City, and the Passages facility in Billings, which includes a drug treatment center, sanction and assessment program, and prerelease center.

Executive Summary

The past two fiscal years for the Montana Department of Corrections were a time of significant advances in programs, facilities and services, but also fiscal challenges that were felt statewide as the recession's impacts arrived in the Treasure State.

The department made strides in upgrading an aging physical plant at Montana State Prison, addressing individualized needs of offenders in the community and preparing inmates for leaving prison. At the same time, the agency addressed difficult fiscal times through budget cuts built on the premise of maintaining public safety.

With crime rates falling in Montana for four out of the past five years, it's not surprising that the corrections system's overall offender population saw its smallest increase in at least 20 years, growing by only 0.9 percent between 2008 and 2010. The more rapid growth in the prison population – 5.9 percent in the past two years – remains a concern for corrections officials even as they continue to develop alternatives to prison.

Since 2005, the number of offenders in community corrections programs – primarily treatment and sanction centers – increased by more than 130 percent, while prerelease center populations grew by 40 percent and probationers and parolees increased more than 18 percent. Meanwhile, the male prison population grew 5 percent and the number of female inmates declined 13 percent.

In the past two years alone, alternatives to prison experienced a 10 percent increase and prerelease centers had a 6 percent growth.

These trends reflect a commitment by the Schweitzer administration to emphasize the ability of community corrections programs to address the individualized needs of offenders effectively and less costly, while reserving prison for those offenders who need that level of secure care as a matter of public safety.

Declining revenue projections required the department to trim \$6.8 million from an already tight biennial budget by reducing use of some treatment programs, delaying a new prerelease center and computer replacements, eliminating use of some leased vehicles, postponing rate increases for some contractors and cutting the operating budget of Montana State Prison.

The Sanction Treatment Assessment and Revocation Transition (START) center got a new home in August 2010, marking continued evolution of a pilot program started in 2005. Offering an alternative to prison for offenders violating conditions of their community placement, START's new facility increased capacity from 88 to 118 beds, with 10 beds for offenders with mental health issues.

The department used a \$925,000 federal grant to hire and train eight probation and parole officers to focus on two significant issues in the corrections population. Five of the officers – located in the reservation-area communities of Cut Bank, Glasgow, Hardin, Havre and Polson – specialize in Native American offenders, who have a recidivism rate that is 33 percent higher than non-Indian offenders.

The other three officers – in Butte, Hamilton and Livingston – deal with the large population of offenders whose problems with both mental illness and chemical dependency make it difficult for them to succeed in the community. An estimated 42 percent of offenders supervised by the department have such co-occurring disorders.

The department continued working with a local steering committee to develop a prerelease center in Northwestern Montana, the only major urban area of the state without such a facility. The original Kalispell site selected by the committee met opposition from neighboring landowners, prompting the group to consider another location.

The first assessment of Montana's methamphetamine treatment programs brought good news, showing that none of the almost 300 offenders completing the programs had been convicted of a new drug crime.

Montana State Prison undertook an ambitious series of construction projects approved and funded by the Legislature. The projects involved upgrades in several housing units to meet standards for disabled access, improve security and energy efficiency, and add needed storage and visiting space.

Inmates at Montana State Prison had access to a new program aimed at helping them learn to change their behaviors to improve their chances of success when released. Montana Women's Prison, in cooperation with MSU-Billings, launched a program to provide marketable work skills for inmates that will help them find and keep jobs when returning to communities.

The state's two secure youth correctional facilities continue to maintain population levels that are well below capacity, reflecting the effectiveness of community-based programs for juveniles.

Despite the likelihood of additional budget challenges in the future, the Department of Corrections remains committed to ensure taxpayer money is spent carefully and wisely in an effort to provide offenders with efficient, effective and appropriate services and meaningful opportunities to become productive, law-abiding citizens.

Major Accomplishments

- Received a study of the state's methamphetamine treatment programs that found none of the nearly 300 offenders completing the program had been convicted of new drug crimes
- Collaborated with Montana State Prison's victim information officer to provide victim impact training for 300 offenders in the prison's intensive treatment units
- Reduced workers' compensation insurance claims, resulting in a 2011 premium decrease of \$473,000
- Revamped the Intensive Challenge Program (boot camp) at Montana Women's Prison into an orientation unit to better prepare new inmates for successful entry to the prison and therapeutic community model
- Developed and implemented features in the Offender Management Information System for tracking random drug testing, grievances, prison rape investigations, facility visiting, chronological entries, and victim information
- Decreased spending on overtime for Montana State Prison correctional officers by \$500,000 in two years and made progress in achieving adequate staffing relief factor
- Obtained re-accreditation from the American Correctional Association for juvenile parole and Pine Hills Youth Correctional Facility, with each program earning a perfect compliance rating of 100 percent
- Launched the "Corrections Distance Education Program," which provides staff 24/7 access to training on a variety of subjects, automated enrollment and tracking of all online professional development
- Moved the START revocation and sanction center to new, larger quarters with 10 of the 30 additional beds designated for offenders with mental illness
- Using a federal grant, hired eight specialized probation and parole officers to focus on reducing recidivism among Native American offenders and those rural offenders with both mental health and chemical dependency problems
- Oversaw a budget in which spending was within 2 percent of projections for fiscal year 2010
- Reduced the number of on-the-job accidents at Montana State Prison by 39 percent due to efforts of the safety committee
- Increased academic achievement at Pine Hills and Riverside by at least one grade level in a 90- to 180-day time frame
- Developed a Re-entry Task Force, a cooperative effort by community corrections and prison system to help transition offenders without duplication of services and to coordinate with communities around Montana to ensure a continuum of care providing inmates with as smooth a transition as possible to their communities
- Expanded canteen services to all Montana correctional facilities, offering commissary services to more than 2,200 inmates with no increase in civilian staff
- Supported partnership with Montana State University-Billings to offer inmates classes including workplace math, family economics and financial education, fundamentals of writing and employment skills
- Developed and implemented an agency fleet vehicle management program
- Launched a system that allows families of inmates to deposit money into inmate accounts using the Internet rather than cumbersome money orders
- Updated and transitioned the offender legal access system to a more efficient and cost-effective system
- Implemented the Youth Management System for tracking juveniles and electronically managing information about them
- Assisted offenders in obtaining almost 2,700 personal documents in the past two years, including state identification cards, Social Security cards, birth certificates and driver licenses, to assist them when leaving prison
- Launched post-secondary education certificate and associate degree programs through Flathead Valley Community College and Dawson Community College, utilizing grant funding for youthful offenders
- Implemented for inmates the STEPS (Steps to Economic and Personal Success) and New Directions programs, which are designed to change beliefs and attitudes that cause behaviors leading to incarceration

Director's Message

Effective corrections is about innovation and a willingness to look beyond what has always been done in an effort to find more effective methods of supervising offenders. Montana correctional professionals are never satisfied with the status quo. We always want to further reduce recidivism, meet victims' needs and improve the chances for offenders to build crime-free lives that enhance public safety.

In Montana, we have been very successful in achieving those goals. Our incarceration rate is lower than that of 33 states, and our recidivism rate is below average among the states that measure it the same way. We are expanding the ability of victims to register for notification of offender status changes, operating meth treatment programs with good track records and broadening re-entry programs for inmates.

While these are significant developments in Montana's corrections system, we still face challenges. Crime continues to occur and some offenders fail to take advantage of services offered to them.

Tough fiscal times lie ahead as we continue struggling to maintain necessary services and programs in the face of limited revenue and tight budgets. We realize that, like all Montanans, the department must do some additional belt-tightening and continue to look for ways to be efficient.

What we won't do is jeopardize public safety. Montanans expect offenders to be held accountable and have opportunities for rehabilitation. Those remain the mainstays of the Montana Department of Corrections' mission.

The effects of the recent economic downturn go beyond the budget. As the economy shrank, so did the number of jobs. Employment is a key for offenders trying to turn their lives around and the inability to find work can be a severe setback, especially for those being released from prison.

We provide an array of training programs to make inmates more employable when they return to their



Mike Kerita

communities and Montana employers have always worked well with the department in helping offenders get and keep jobs. Employers deserve thanks from all Montanans for their contribution to public safety and their willingness to help others leave lives of crime behind.

By any measure, corrections is a very unique profession. We deal with an inherently unpredictable population and have little control over the number of offenders placed under our jurisdiction. But we continue to look for new ways of doing business that are more effective and make wise use of taxpayers' dollars.

The Montana Department of Corrections boasts some of the most dedicated and professional public employees anywhere. They recognize that what they do makes a difference and can actually save lives. They work hard and get satisfaction from more than a paycheck. I consider it a privilege to work with them every day.

We lost two of our best in 2010.

Jim Hunter was superintendent at Pine Hills Youth Correctional Facility for 10 years, but had committed his life to helping juvenile offenders. He brought passion and personality to his work, setting an example for all those worked in adult and youth corrections.

Mary Greene was the department's policy specialist for six years and worked for the agency since 1999, managed more than 230 policies that govern all that corrections does and ensure consistency and fairness in department operations and procedures. Her dedication to proper review and revision of those department guidelines prompted a rare level of admiration from her co-workers.

To Jim and Mary, we dedicate this 2011 biennial report. The achievements and progress chronicled here are a result of efforts by them and their colleagues. As you page through this book, remember them as just two of the hundreds of corrections employees who strive every day to meet the expectations of Montanans who made safer by what they do.

"Holding offenders accountable and offering opportunities for their rehabilitation remain mainstays of the Montana Department of Corrections mission."

Director's Office

The director's office provides leadership, determines direction and establishes overall policy for the department. It is the primary contact with the governor's office, other state agencies and the Legislature. It often is the face of the department to the general public and is responsible for addressing major issues and questions raised by citizens, policymakers and the news media. The office's functions lend support and assistance to all operations, facilities and divisions within the Department of Corrections.

The office includes the following functions:

The **director**, appointed by the governor, oversees all operations of the department and directs development of the agency's broad goals, policies and program development based on guidance from the governor's office. The director is the final decision-maker on most significant department issues and represents the agency in the governor's Cabinet and at major events, before legislative committees and in public gatherings.

The **general counsel's office** is responsible for providing legal services to the director's office and to the department's support divisions: Administrative and Financial Services, Information Technology and Staff Services. The general counsel also provides legal support for the Youth Services Division and the state Board of Pardons and Parole. She is responsible for reviewing agency contracts, administrative rule development and tort claims responses. The attorney also collaborates with lawyers within the Legal Services Bureau.

The **health services administrator** and staff ensure the serious mental and medical health needs of thousands of offenders are met and affords offenders the opportunity to learn to be responsible for their own health care.

The Health Services Bureau fulfills the state's responsibility to provide appropriate health care to incarcerated offenders and holds service providers accountable for supplying quality care that is timely and necessary for medical conditions being treated. The bureau oversees a team of health-care providers creating an integrated and comprehensive system capable of delivering quality health care in all correctional facilities and programs. The staff focuses on preventing disease, relieving pain, diagnosing health complaints, and treating acute and chronic health conditions with appropriate medical, psychiatric, dental and vision services.

*For general
statistical
information about
the department,
see Appendix A*



*Diana Koch
chief general
counsel*



*Myrna Omholt-Mason
executive assistant*



*Cathy Redfern
Health services
administrator*



*Laura Janes
Health Services
Bureau chief*



*Deb Matteucci
behavioral health
program facilitator*



*Bob Anez
communication
director*



DOC Director Mike Ferriter addresses a group of new probation and parole officers upon completion of their training.

issues. The communications director fields most inquiries and ensures they are answered promptly and accurately, referring them to the appropriate staff members when necessary. He works with staff to develop and maintain a focused, consistent and understandable message regarding department programs, policies, projects and plans. The office also schedules newspaper, radio and TV interviews with the department director and other department staff. The communications director coordinates with staff in preparing news releases and other documents intended for publication that deal with the department, its programs and issues.

The office produces a bimonthly department newsletter and a biennial report in advance of each legislative session. It prepares other department documents for publication and distribution to the public, legislative committee and special-interest groups. The office provides media relations advice and training to department staff. It also maintains contacts with TV, print and broadcast media, as well as key state government policymakers to ensure they are kept updated on department initiatives. The communications director is the agency contact in the coordinated state emergency plan for natural disasters, terrorist events and other emergencies.

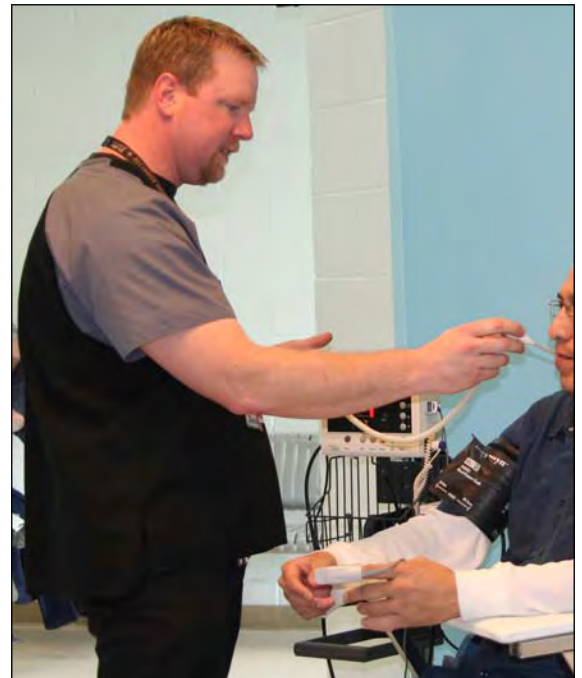
The **victim programs office** is the contact point for victims of crime and their families. The victim programs manager's duties and the functions of that office are discussed on pages 11-12.

Montana's corrections system faces myriad health-related challenges, including long distances between facilities, difficulty recruiting and keeping medical staff in remote locations, lack of medical care in smaller communities and an aging offender population with numerous health issues. The bureau strives for consistent delivery of services, aggressive efforts to control costs and improved treatment methods.

At Montana State Prison alone, more than 500 offenders are in chronic care programs for such problems as heart disease, seizure disorders, diabetes, pulmonary disease and AIDS/HIV. Many offenders receive treatment for multiple chronic health problems. End-of-life care for serious illnesses, including end-stage liver disease and cancer, also is provided. Discharge planning services focus on providing necessary medications and coordinating with community providers for follow-up health care when offenders leave the correctional system and re-enter society.

The bureau includes the department's liaison with the Department of Public Health and Human Services, which operates programs that often shares responsibility for some of the same offenders supervised by corrections. The behavioral health program facilitator addresses the treatment needs of offenders with both serious mental illness and substance-abuse disorders.

The **communications office** is the department's primary contact for citizens, the news media, and other state and federal agencies seeking information about the department, its programs, services and relevant



Health services are administered within the director's office. Here, Todd Boese, assistant director of nursing at Montana State Prison, takes the temperature of an inmate.

Victim Information and
Notification Everyday
(VINE):
(800) 456-3076

DOC Victims Hotline:
(888) 223-6332



*"Crime victims
are a strong,
diverse group of
survivors that we
support and assist
in their journeys
through the
criminal justice
maze toward
healing."*

-Sally Hilander

**For related
statistical
information,
see Appendix B**

Victim Programs

A victim programs manager in the director's office administers several programs that inform, involve, educate and empower crime victims whose adult offenders are under department supervision. The manager provides referrals to victim advocacy programs and crisis services around the state, and collaborates with department and parole board victim services staff.

Victim notification about the current custody status of offenders may be the most vital victim service because knowing the current whereabouts of those who harmed them, their families and friends is essential to their sense of safety and personal power.

For victims with offenders in prison, Montana subscribes to VINE (Victim Information and Notification Everyday), a service of Appriss Inc. in Louisville, Ky. Victims sign up for VINE to receive automated phone or e-mail notification about parole hearings, transfers to other prisons, escapes, pending releases and offender deaths. Inmate families, Department of Corrections staff, judges and law enforcement also use the VINE service.

Victims with offenders in community-based placements may register with the department for notification. Facility staffs are responsible for notifying registered victims when an offender moves to another location or custody level. The department is looking for ways to increase the number of victim registrations and improve the notification process.

Victims and other members of the public can access basic conviction and custody information about offenders on the Correctional Offender Network (CON) via the State of Montana website at <http://mt.gov> or the department's home page at www.cor.mt.gov. VINE registrations increased tenfold in 2007 with the addition of a direct link from CON to the VINELink site. The agency's site also provides links to other Montana victim programs, including the state Justice Department's sexual and violent offender registry and crime victims' compensation program.

The victim programs manager answers a toll-free information hotline at (888) 223-6332 for those seeking custody information about offenders; referrals to domestic violence intervention services and shelters, sexual assault crisis counseling and victim/witness advocates in law enforcement and prosecutorial offices in Montana's 56 counties. The manager also maintains contact with victims throughout the state to ensure that the department considers their concerns in making policy decisions.

The department supports **restorative justice**, a criminal justice concept that focuses on healing for all parties affected by crime, including victims, communities and offenders. Three restorative justice programs reflect the department mission by promoting positive change in offender behavior and supporting victims of crime.

Victim impact panels at Treasure State Correctional Training Center (TSCTC) and two prerelease centers provide a respectful and safe atmosphere for victims to discuss with offenders the ripple effects of crime. Victims volunteer to reveal, at a deeply human and heartfelt level, how the crime harmed them, their families, friends, and communities. The



*Sally K. Hilander
victim programs
manager*

act of publicly voicing their pain and anger to the offenders serves as a catalyst to help victims reclaim their lives. Evidence suggests that offenders are less likely to re-offend once they personalize their crimes. TSCTC trainees have written hundreds of letters in which they speak to the effectiveness of victim impact panels. Victims assist the victim programs manager by providing a victim impact segment during Probation and Parole Officer Basic Training at the Montana Law Enforcement Academy. A victim impact panel was included as part of victim services training during the 2009 Montana Correctional Association annual meeting.

Victim-offender dialogues are face-to-face meetings in which victims can ask questions about the crime only their offenders can answer. Victims initiate the dialogues and offenders participate voluntarily. The victim programs manager and a trained volunteer facilitator conduct months of preparation separately with the victim and offender prior to a dialogue. Family members of homicide victims request dialogues more often than any other victim group.

The offender accountability letter bank provides adult offenders an opportunity to make amends to their victims. Case managers and victim services staff help offenders identify their motives for reaching out to their victims so the letters do not blame others or minimize their crimes. The victim programs manager receives the finished accountability letters and notifies the victims, who decide whether to receive the letters or respond to the offenders.

Prison inmates are the newest audience for department **victim impact training**. At the request of Montana State Prison treatment staff, the victim programs manager and the victim information specialist provided victim impact training in the past year for about 400 offenders. The focus is on victim sensitivity and the effects of crime on others.

The victim programs manager and department's restitution unit participate in Montana Law Enforcement Academy training for probation and parole officers and for county victim/witness advocates. The curriculum includes VINE, victim-offender dialogue, victim impact panels and victim sensitivity training. The prison victim information officers conduct ongoing training to increase staff awareness of victim issues. Montana State Prison periodically hosts training for county victim/witness advocates from around Montana.



Sally Hilander, victim programs manager at the Department of Corrections, talks with Steven Marquis, Broadwater County undersheriff, about his award as one of three 2010 victim advocates of the year.

Accomplishments:

- With prison victim information officers, presented a victim services training module and victim impact panel at the 2009 Montana Correctional Association annual conference
- Helped the Helena Prerelease Center start a victim-impact curriculum that culminates with an event in which victims in the community speak to the offenders about the ripple effects of crime
- Conducted a victim-impact panel as part of victim services training during probation and parole officer basic training
- Co-facilitated two victim-offender dialogues in which an adult incest victim and the mother of a murdered child met face-to-face with their offenders to discuss the crimes' impacts
- Initiated the preparation phase for four victim-offender dialogues involving cases of vehicular homicide, incest and deliberate homicide, and conducted follow-up visits with inmates who have participated in dialogues
- Identified deficiencies in the department victim notification process and drafted a new strategy to address issues
- Revamped the victim services menu on the DOC website with new information and links to other information sources
- Provided victims services training for prerelease centers
- Met with the Montana County Attorneys' Association board regarding a collaborative effort to increase the number of victims who register with the department for notification required by state law
- Assisted in forming the Montana Alliance for Families Touched by Incarceration, a multi-agency collaboration dedicated to preserving family relationships when a family member goes to prison. The alliance published a manual for caregivers who inherit parenting roles for children when one or both parents go to prison

Board of Pardons & Parole

The Montana Board of Pardons and Parole is a panel of citizens responsible for determining which inmates are released early from prison sentences and the conditions imposed on those offenders while completing their sentences under supervision in the community. It also is responsible for parole revocations and executive clemency recommendations (pardons and commutations).

The seven-member board, appointed by the governor to staggered four-year terms, carefully reviews each eligible inmate nearing the end of a period of incarceration (usually a fourth of a prison term) set by the court. It grants parole only when it determines the inmate can be released without detriment to the himself or herself or to the community, and that release is in the best interests of society.

The board was created in the 1889 Montana Constitution, which authorized the governor to grant pardons, remit fines and forfeitures, and commute punishment subject to approval of a Board of Pardons.

The 1907 Legislature provided for parole of prisoners and authorized the state Board of Prison Commissioners to grant paroles. For the next 48 years, the Board of Pardons handled executive clemency cases and the Board of Prison Commissioners handled paroles. The 1955 Legislature combined the functions of the two boards into a single Board of Pardons.

The board was renamed the Board of Pardons and Parole in 1995, reflecting that most of its work involves parole decisions.

The board can appoint two-member hearing panels that have full authority to deny, grant or revoke paroles. The board includes two auxiliary members and all members must receive training in American Indian culture and problems.

Inmates must serve at least a fourth of a prison sentence and 30 years of a life sentence before becoming eligible for parole, unless otherwise ordered by a court.

The board is administratively attached to the Department of Corrections for budgetary purposes. It operates as an autonomous agency with its own 10-member staff of a director, five analysts and four administrative support employees. The board sets its own policies independent of the department.

The department, not the board, is responsible for the care and custody of inmates and for supervision of parole and probation officers.

This independence is important because it creates a flexible system of punishment with proper checks and balances. The board can review offenders based on community safety without being unduly influenced by the pressures of corrections system management.

In making parole decisions, the board conducts public hearings at which community members, including victims and criminal justice authorities, may express their opinion regarding parole release. The board also considers many factors including how an offender has adjusted while incarcerated, criminal history, the nature and severity of the crime, and prior behavior in the community.

The board is a body that, among its other responsibilities, is required to review the “products” of correctional programs. The distinct roles of corrections and the board create an effective system where the ultimate purpose is protection of citizens and appropriate placement of offenders.

More information about the board can be found at its web site: <http://www.mt.gov/bopp>.



*Craig Thomas
executive director*

“The board promotes fair and consistent decisions based on public safety, victim concerns, successful inmate re-entry and sensible use of state resources.”

-Craig Thomas

For related statistical information, See pages A-26 and A-27

Administrative & Financial Services

The Administrative and Financial Services Division is responsible for managing the department's \$194 million total annual budget and providing fiscal-related support services to all programs. The division ensures the accuracy, integrity and timeliness of department-wide financial information by promoting fiscal accountability, compliance and sound financial management that benefits department employees, crime victims and all Montana taxpayers.

The division, headquartered in Helena, has offices at Montana State Prison in Deer Lodge and Pine Hills Youth Correctional Facility in Miles City. The division has three bureaus.

The **Budget and Program Planning Bureau** identifies funding resources and needs, develops the department's biennial budget and monitors agency activities that have a fiscal impact. Those resources must cover projected growth in the offender population as well as support and administrative functions. The bureau provides federal grant management, leads the department's participation in the budget-preparation process, develops fiscal notes during legislative sessions, responds to budget-related legislative requests between sessions, and participates in union negotiations. Bureau staff develops monthly reports to help managers ensure the agency is on target with spending. If spending threatens to exceed budgeted levels, the bureau is responsible for developing a plan to maintain fiscal balance.

The **Contracts Management Bureau** is responsible for development and oversight of 260 contracts worth \$74 million, or 40 percent of the department's annual budget. The contracts include those for offender services and programs provided by private businesses or other government agencies, and building and office leases. The bureau coordinates public procurement and contracting procedures, and manages the request-for-proposals process used to solicit offers and select contractors to provide community corrections services and programs. The bureau also is responsible for and management of numerous cellular phone plans, fueling cards, and procurement cards used by employees in their programs. The bureau recently began implementation of the fleet vehicle management program intended to more effectively manage

"Taxpayers deserve to know that government is a good steward of their money. Our job is to ensure taxpayers are not disappointed."

-Rhonda Schaffer

For related statistical information, see Appendix C



*Rhonda Schaffer
division
administrator*



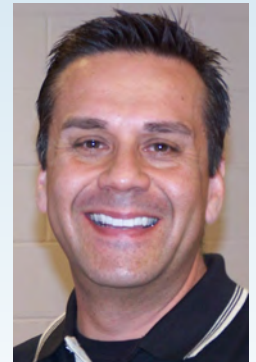
*Kara Sperle
Budget & Program
Planning Bureau
chief*



*Kimberly Timm
Accounting Bureau
chief*



*Gary Willems
Contracts Management
Bureau chief*



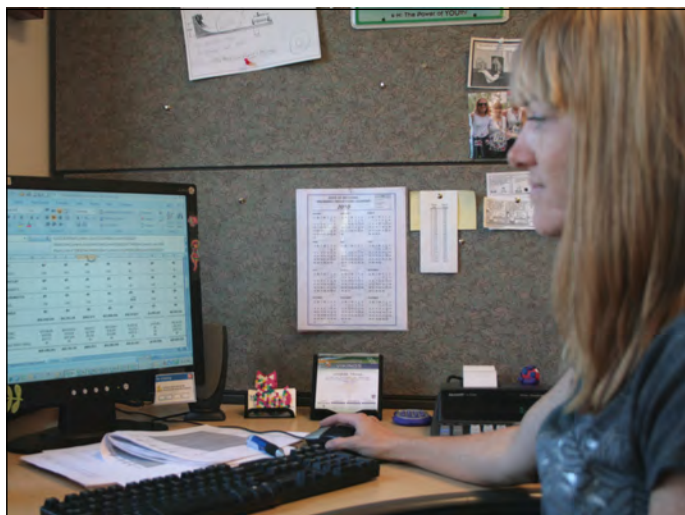
*Armando Oropeza
compliance
monitoring supervisor*

fuel economy and mileage, and to reduce vehicle related expenditures. In fulfilling that obligation, the bureau coordinates collection and submission of specific vehicle data that is used to verify agency compliance with the fuel-economy initiative and to confirm agency efforts and progress to increase the department's overall vehicle use efficiency.

The **Accounting Bureau** is responsible for all payables, receivables, intra-agency transactions, accounting, asset inventory records, internal and statewide financial reporting, records retention and management of all financial activity associated with federal grants. Staff develops the annual daily cost calculations for housing inmates in contracted regional prisons, manages inmate welfare funds and handles expenditure financial accounting. It coordinates all inmate account banking transactions, manages department payroll operations, updates and maintains payroll files, and provides technical assistance and training to staff concerning timesheet preparation, payroll rules and procedures, and deduction information in compliance with appropriate laws, rules, procedures and labor agreements.

The Collections Unit within the bureau is responsible for the collection and disbursement of court-ordered victim restitution from adult felony offenders. Payment can be made through conventional checks or by using a credit card online. The unit also collects supervision fees from offenders on probation or parole.

The **Compliance Monitoring and Safety Unit** has two staff members who draw upon employees from throughout the department to conduct compliance audits for all functions at department and contracted facilities.



April Grady, budget analyst for community corrections, works on a spreadsheet.



Steve Brady, collections technician, processes some of the checks received by the department as payment of court-ordered restitution and supervision fees.

ties. The compliance reviews determine whether the programs and facilities comply with policies, procedures and contractual agreements. Best-practice applications are measured by standards adopted by the American Correctional Association and the National Institute of Corrections. The unit also operates a department-wide safety program and oversees safety officers for all department operations. This program addresses safety and accident prevention, early return-to-work programs and safety training in the department and applicable contracted facilities. The unit also is responsible for internal control functions that provide management with data concerning the adequacy and effectiveness of the department's efforts to ensure an appropriate check-and-balance system is in place regarding management and control of public money. The internal controls also help measure the quality of operating performance compared to established standards and management expectations.

FY2010 Quick Facts	
Number of contracts.....	260
Contracts value (millions)	\$74
DOC budget (millions).....	\$194
Restitution to victims (millions).....	\$2.6

The division also is responsible for the department's **energy conservation** efforts. The department owns and operates five facilities that use electricity, natural gas, propane and fuel oil in some form. By coordinating with the Department of Environmental Quality and the Department of Administration's Architecture and Engineering Division, corrections staff works to realize energy savings throughout its day-to-day operations.

Accomplishments:

- Issued a request for proposals and selected a contractor to provide continuing felony DUI treatment services through the WATCH program
- Issued a request for proposals and selected a contractor to provide continuing alcohol and drug treatment services to male offenders through the Connections Corrections program
- Developed and implemented an agency fleet vehicle management program
- Spearheaded efforts to reduce workers compensation insurance claims, resulting in a 2011 premium decrease of \$473,000
- Hired a new compliance monitoring and safety supervisor manager
- Issued a request for proposals and selected a contractor to provide financial transactions for felony restitution collection and disbursements
- Oversaw a budget in which spending was within 2 percent of projections for fiscal year 2010
- Provided reporting for four interim monitoring items to the Legislative Finance Committee's performance committee. Accurate and timely reporting resulted in the need to continued reporting on two issues
- Completed a grant policy and flow chart for pre-award, post-award and closeout processes
- Received a \$1 million Recovery Act grant to fund a pilot project to implement evidence based, culturally appropriate approaches with American Indian probationers and parolees and those with co-occurring conditions
- Launched a system that allows families of inmates to deposit money into inmate accounts using the Internet rather than cumbersome money orders

Adult Community Corrections

The Adult Community Corrections Division is a key player in managing Montana's offender population. The division's primary goal is public safety, as it supervises offenders in community-based programs to help them become productive, law-abiding citizens.

About 80 percent of the approximately 13,000 offenders under supervision of the Department of Corrections are managed in programs outside of prison. A decade ago, the number was 75 percent. The emphasis in recent years has been on expanding programs that offer alternatives to prison. From 2005 through 2010, drug and alcohol treatment, and sanction and assessment programs increased by more than 130 percent and the population of prerelease centers grew 40 percent. The number of offenders on probation and parole increased by 18 percent. At the same time, the male inmate population in Montana prisons grew only 5 percent and the female prison population dropped 13 percent.

Montana's expanded community corrections network allows corrections professionals to manage the increasing offender population with a variety of specialty programs designed to address the individual needs of offenders through treatment and other services aimed at reducing recidivism.

The Montana Department of Corrections is recognized as a national leader in creating innovative alternatives to prison that provide better outcomes for victims, families, offenders and the public.

The **Probation and Parole Bureau** is the heart of adult community corrections, with 140 officers supervising some 9,000 offenders in communities throughout Montana. The bureau has 23 field offices and eight offices in institutions. Traditional officers have 75-100 offenders on their caseloads and some officers specialize in sex offenders, offenders with mental health and chemical dependency problems, American Indian offenders, boot camp graduates, offenders convicted of felony drunken driving and conditionally released offenders. Some are specialists

"Community corrections keeps Montanans safe by ensuring appropriate supervision of offenders living and working in society as productive, law-abiding citizens."

-Pam Bunke

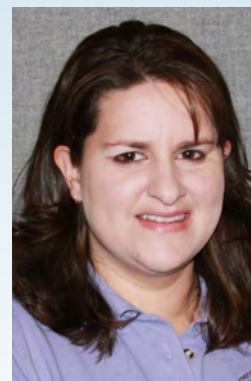
For related statistical information, see Appendix D



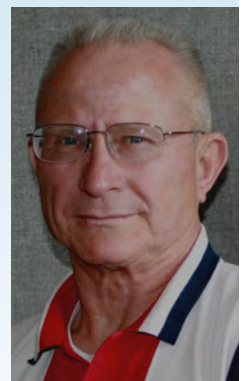
*Pam Bunke
division
administrator*



*Ron Alsbury
Probation & Parole
Bureau chief*



*Kelly Speer
Facilities Program
Bureau chief*



*Mike Aldrich
Probation & Parole
Bureau programs
manager*

in conducting pre-sentence investigations and submitting those reports to the courts.

The role of probation and parole officers in the intensive supervision program (ISP), a form of adult supervision in which offenders live at home and hold jobs while being monitored electronically, has expanded. The number of offenders in the program increased 56 percent in the past 10 years. The department uses ISP as a tool to sanction offenders who violate the terms of their supervision. This program provides short-term intervention and, in some cases, intensive chemical dependency treatment, as well as closer monitoring of higher-risk offenders.

The number of offenders on probation, parole or conditional release has leveled off in the past two years after annual growth rates of about 5 percent. Supervising an offender on probation or parole costs \$4.69 a day, compared with about \$90 per day for an inmate in prison. The work of probation and parole officers includes employment and home visits, case management, preparation of pre-sentence investigations, court testimony and thousands of miles of travel every year.



Contracted chemical dependency, mental health and employment counselors are available to assist the majority of probationers and parolees supervised in the larger cities. A day-reporting program operates in Kalispell, offering another alternative to incarceration for those offenders who have been unsuccessful in their initial community supervision.

The department added eight specialized probation and parole officers during 2010 to work specifically with Native American offenders and those offenders with both mental health and drug addiction problems. The goal is to reduce recidivism among these populations through more focused supervision by specially trained officers.

The **Community Corrections Facilities Program Bureau** is responsible for managing contracts between the state and the six prerelease centers; seven drug and alcohol treatment programs; and two assessment, sanction and revocation centers. It also oversees the state's boot camp. The prerelease, treatment, revocation and assessment facilities work cooperatively to determine an offender's needs, treat addictions and help offenders assimilate into their communities.

The Missoula Assessment and Sanction Center (MASC) operates under a cooperative agreement between the Department of Corrections and the Missoula County Detention Facility. Missoula County provides security, care and custody of DOC offenders while the state provides assessments, short-term treatment programming and placement of the offenders. MASC is the "gatekeeper" for offenders sentenced by a judge to the supervision of the Department of Corrections. Its purpose is to determine the most appropriate placement for offenders through clear, accurate and impartial assessments and to provide those assessments to the community corrections programs for them to use in deciding whether to accept an offender.

This 144-bed facility typically has a daily population of 137 male offenders and turns over an average of 40 offenders a week with four full-time state employees:

*Cathy Gordon,
Interstate Compact
Unit manager*



*Greg Budd,
Treasure State
Correctional
Training Center
superintendent*



*Dan Maloughney,
Missoula
Assessment and
Sanction Center
administrator*



*Rick Deady,
treatment program
contract manager*



*Judy Little,
prerelease
program
contract
manager*



an institutional probation and parole officer (IPPO), correctional unit manager, administrative support and administrator. Three contracted therapists provide assessment and treatment services.

Offenders are evaluated for placement in a community corrections program rather than sending them directly to prison. These “DOC commits” are given mental health, chemical dependency and sex offender assessments, as needed. Offenders may be placed in treatment programming while at MASC prior to being considered for placement in a community program. About 77 percent of offenders who enter MASC are placed in community-based programs rather than prison.

The Sanction, Treatment, Assessment, Revocation and Transition (START) center at Anaconda opened in Warm Springs as a pilot project with 88 beds in December 2005 and expanded to 118 beds when it moved to new quarters near Anaconda in July 2010. The center reserves 10 of those beds for offenders with mental health problems. The program handles offenders who violate conditions of their community placements and offers them an option to prison. The goal is to help offenders get back on track and return them to the community without a costly prison stay. The program has returned 75 percent of offenders to communities at an average savings of at least \$53,000 per offender, compared to the cost of an average prison stay. Community, Counseling and Correctional Services Inc., a Butte-based nonprofit corporation, operates the program under contract with the state.



Billings Probation and Parole Officers Jennifer Welling and John Frost visit the home of an offender under corrections supervision. Home visits are a critical tool for officers as they manage offenders in Montana communities.

Prerelease centers in Billings, Bozeman, Butte, Great Falls, Helena and Missoula provide space for nearly 840 men and women as they transition from prison to their communities or try to get their lives in order to avoid prison. Because a typical stay in a prerelease center is six months, the facilities are able to serve more than 1,600 offenders per year. The department continues working with local citizens to add a prerelease center in the Flathead Valley, the only major population center in the state not served by such a program.

The department has contracted with all the prerelease centers to provide the enhanced supervision program (ESP) to about 127 offenders on probation, parole or conditional release who need additional supervision, and alcohol and drug monitoring. Offenders are required to check in daily for alcohol and/or drug screening, and each prerelease center also conducts employment and residence checks.

FY2010 Quick Facts

Offenders supervised (ADP*).....	10,473
Probationers/parolees (ADP).....	8,742
Probation/parole officers.....	140
Programs managed.....	13
Expenditures (millions).....	\$57.1

*average daily population

Passages is a joint effort of the department and Alternatives Inc., a private, nonprofit corporation, to provide services for female offenders in Billings. Passages includes a prerelease center, assessment and sanction center, and a drug-treatment program for 151 women. The company also operates a Billings prerelease center for 157 men. The assessment and sanction center’s prison diversion rate is similar to that of MASC and START.

Warm Springs Addictions Treatment and Change (WATCH) programs provide treatment to those convicted of felony drunken driving. WATCH West at Warm Springs opened in 2002 and has a capacity of 115 male offenders. WATCH East at Glendive started in 2005 and houses 48 male and female offenders. Both programs offer intensive, six-month residential treatment that has been modified to meet the needs and issues of a correctional population. The program teaches offenders how to live and function within the treatment community, their home communities and their families. In addition to its regular treatment, WATCH West has developed programs to help DUI offenders who face additional treatment and recovery issues related to their offenses. One such group is called The KNIGHTS, a group of offenders responsible for a death while driving under the influence. Since opening, the WATCH programs have a 92 percent completion rate among the more than 2,400 offenders leaving the program. Of those completing treatment and returning to communities, just 8.2 percent receive another DUI.

Connections Corrections program (CCP) is a 60- to 90-day chemical dependency treatment program with a capacity of 52 offenders located in the same building as WATCH West at Warm Springs. Another 52-bed program operates in Butte. Offenders in the program participate in groups dealing with chemical dependency; behavioral therapy and criminal thinking errors; life skills and parenting training; domestic violence groups; grief counseling; anger management; and victims issues. Connections Corrections programs have a 95 percent completion rate.

Elkhorn Treatment Center at Boulder opened in April 2007. The 36-bed program treats women addicted to methamphetamine or a combination of meth and other drugs or alcohol. Elkhorn is an alternative to prison providing 270 days of intensive treatment that includes behavioral therapy, parenting, anger management, criminal thinking errors, high school courses, self improvement, criminal conduct and substance abuse treatment. Elkhorn graduates are placed at a prerelease center for an additional 180 days to complete the 15-month program.



The new Sanction, Treatment, Assessment, Revocation and Transition (START) center opened in July 2010 near Anaconda.

Nexus Treatment Center, opened in June 2007, is an 80-bed program that treats men addicted to methamphetamine and other drugs. Nexus offers the same nine-month program as Elkhorn, followed by six months in a prerelease center.

By June 2010, a total of 299 offenders had successfully finished the two programs, an 82 percent completion rate. A study by Associate Professor Tim Conley at the University of Montana's School of Social Work found none of those offenders had been convicted of a new drug crime and only three had returned to prison.

Treasure State Correctional Training Center (TSCTC), or "boot camp," offers a valuable alternative to prison for some offenders. Volunteers accepted into the highly disciplined, military-style program are diverted from the prison population for 90-120 days of intensive programming in victimology, victim impact, criminal thinking errors, parenting, anger management, substance abuse treatment and academic schooling. Completion of the program may result in a shortened prison sentence.

The 60-bed program located in the Deer Lodge Valley near Montana State Prison, works closely with the community and victims of crime. Victim impact panels are conducted to help offenders better understand the effects of their crimes, and work projects such as providing firewood for the disabled and elderly occur on an annual basis. The department contracts with the Great Falls Prerelease Center for a 90- to 120-day aftercare program for most offenders released from the boot camp. The prerelease center aids offenders' reintegration into the community by providing employment and housing. After



Offenders in the boot camp program get some time to study reading materials for one of the treatment programs they attend.

completing the aftercare program, offenders usually are on probation, parole or conditional release. The return rate for those completing the program is about 45 percent. Although that is slightly higher than the state's overall return rate of nearly 41 percent, the difference is not surprising since the boot camp population is typically more challenging than the general offender population.

The **Adult Interstate Compact Unit** coordinates the movement and data tracking of approximately 1,100 offenders living in other states on probation, parole or conditional release. Since 1937, the National Interstate Compact for the Supervision of Parolees and Probationers has the sole statutory authority for regulating the transfer of adult parole and probation supervision across state boundaries. All 50

states and three U.S. territories are members of this interstate agreement controlled by the national commission. In the past two years, the department has collected more than \$48,000 in application fees from Montana offenders who wish to transfer out of state for supervision. The money collected from the offenders pays for Montana to belong to the national commission. Over these two years, more than 1,000 offenders applied for transfer and about seven out of every 10 were transferred under the interstate compact. During this time frame, Montana received more than 400 transfers into Montana from other states.

Accomplishments:

- Received national attention for MASC when it was featured as the cover story in the January-February 2010 edition of *American Jails* magazine and in an article published by Corrections.com
- Started using the Interstate Compact Offender Tracking System, a Web-based system that facilitates the transfer of supervision of probationers and parolees from one state to another
- Received a study of the state's methamphetamine treatment programs that found none of the nearly 300 offenders completing the program had been convicted of new drug crimes
- Moved the START revocation and sanction center to new, larger quarters with 10 of the 30 additional beds designated for offenders with mental illness
- Using a federal grant, hired eight specialized probation and parole officers to focus on reducing recidivism among Native American offenders and those rural offenders with both mental health and chemical dependency problems
- Improved labor relations through regular meetings of a labor-management committee
- Worked with the Passages Prerelease Center in Billings to launch a culinary arts program offering food-service training and employment support for up to 15 offenders referred from the Montana Women's Prison and within two years of release eligibility. Participants receive classroom instruction, in-house food service experience, work release experience in the community, and job placement assistance.
- Supported Passages' partnership with Montana State University-Billings to offer classes including workplace math, family economics and financial education, fundamentals of writing and employment skills geared towards offenders
- Through a cooperative relationship with the state Department of Public Health and Human Services and Opportunity Resources Inc., arranged successful community/job placements for two developmentally delayed sex offenders.
- Continued MASC's trend of surpassing goals established when it began in 2003, diverting 77 percent of offenders from prison to community programs and maintaining an average stay of 75 days, almost one-third less time than expected.
- Developed a Re-entry Task Force, a cooperative effort by community corrections and prison system to help transition offenders without duplication of services between the two divisions. The group coordinates with communities around Montana, as well as within the DOC, to ensure a continuum of care providing inmates with as smooth a transition as possible to their communities.

Information Technology

"Developing and maintaining systems that provide accurate, timely and understandable information is critical for the department to make the best possible decisions."

-John Daugherty

For related statistical information, see Appendix E

The Information Technology Division provides leadership, strategic direction, guidance and expertise for gathering, storing, protecting, interpreting, improving and presenting information critical to the department's mission. The division aids the department in managing technology applications and interacting with other public and private agencies and interests with ever-changing technology demands. Division staff ensures department employees have adequate technology tools to find, use and provide accurate and timely information to assist them in their duties.

The department's computing system has more than 1,300 users, 849 workstations, 42 servers and hundreds of printers operating at locations throughout the state.

The division has a staff of 26 that focuses on accessing, inputting and analyzing data; exchanging information through a computer communications network; and providing information to the public.

The division administrator provides leadership, direction and assistance in the formulation of long-range technology use plans to advance the goals of the department. He ensures the plans are consistent with the state government's strategic plan and long-range plans of the department and state government. He also participates on multiple state, inter-agency and national information technology projects, committees, councils, and technology working groups. The administrator is one of the original founders and current chairman of the National Consortium of Offender Management Systems.

The **Application Development Bureau** is involved in maintaining and supporting existing and creating new custom applications. Application developers perform business analyses, testing, training, planning and maintenance. Staff completed the initial work on new systems for a Montana Department of Corrections offender management system in September 2008 and a Montana Juvenile Information System in June 2009.

Much of the bureau staff's focus the past two years has been on enhancing the department's Offender Management Information System (OMIS) and Youth Management System (YMS). This project required staff to learn several new technologies



John Daugherty
division
administrator



Anita Pisarsky
Application
Development
Bureau chief



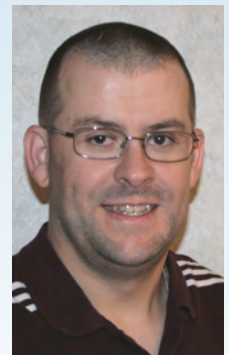
Jon Straughn
Network Operations
Bureau chief



Dewey Hall
Statistics &
Data Quality
Bureau chief



Mike Raczkowski
IT communications
infrastructure
manager



Kenny Kyler
database
administrator

that were not used in the department before. The staff is regularly updating OMIS and YMS with requested enhancements. Future expansions of the system will include document imaging, supervisor desktop, information dashboards, management queries, sentence calculations, a pre-sentence investigation report wizard, Google maps, address lookups and gang-related information.

The **Network Operations Bureau** administers and supports the department’s servers, workstations, printers and business unit staff. Staff manages security across all server and workstation systems. It provides business analyses, planning and testing for data system usage and implementation of files sharing, printing and back-end server infrastructure for new systems.

In the past two years, the staff consolidated most servers at the department’s Central Office location to streamline administration, realize a significant decrease in power consumption and save money in back-end infrastructure for department data systems. The bureau continues looking for other opportunities for consolidation throughout the department to further reduce administration costs.

The **Statistics and Data Quality Bureau** staff develops statistical information and reports for department, the Legislature, federal agencies, researchers, courts, attorneys and Montana citizens. The staff also maintains the department’s population management projections, detects and repairs data quality errors, maintains the department Internet and intranet sites, and responds to national surveys requesting offender demographics and statistics. Staffers continue to work with other state and federal agencies on data-sharing initiatives with the goal of increasing data integrity, decreasing redundant data entry and enhancing public safety. The unit played a key role during 2009-2010 in developing statistics that assisted an interim legislative committee in drafting bills to address the drunken-driving problem in Montana. The Bureau also maintains data for the Internet-based offender information program called Correctional Offender Network (CON).

The **IT communications infrastructure manager** provides communications services to the department’s offices and facilities statewide and at contracted treatment facilities. Those services include data communications and telephone services to all of those locations and videoconferencing services to 14 sites. Along with the design services for that communications infrastructure, the manager provides project management for key IT-related projects and serves on interagency project committees.

During the past biennium, the manager has collaborated with and accommodated the Department of Administration’s effort to expand and enhance the state’s wide-area network, assisted in the procurement of telephone systems at numerous department parole offices and provided telephone and data connectivity for newly hired department staffers and for those working in relocated offices.

The **database administrator** designs, writes and maintains the Oracle-based computer database management systems for the department. The administrator oversees user access and security across all database applications. Access to OMIS and YMS includes all department offices and facilities, some county law enforcement agencies, and contract facilities such as prerelease centers and private prisons.



Jim Moses, a network support technician, checks the Corrections Department server as part of his daily duties.

FY2010 Quick Facts	
Networked computers.....	835
Statistical report requests.....	282
Hours to fill statistical requests.....	3,086
Expenditures (millions).....	\$2.5

The administrator manages all interfaces associated with OMIS such as the victim notification and registration system and the Criminal Justice Information Network. The administrator also writes programs to perform queries to extract useful information and to produce reports as necessary, monitors or optimizes the performance, security, backup, recovery or integrity of the database management systems.

Accomplishments:

- Assisted with the relocation of Central Office, including planning and implementation of moving all department voice and data systems
- Consolidated 10 servers into two by making greater use of the department's virtual server environment
- Implemented the Youth Management System (YMS)
- Developed and added the offender management plan module to the offender management information system (OMIS)
- Developed and implemented features in OMIS for tracking random drug testing, grievances, prison rape investigations, facility visiting, chronological entries, and victim information
- Interfaced OMIS with a state system to provide nearly instant response to national criminal justice corrections status inquiries from the state Criminal Justice Information Network
- Interfaced OMIS with another system to provide information for victim notification using a pilot statewide victim notification system
- Became only the third state to partner with its Justice Department and a state, regional and federal system to provide current offender photos to law enforcement nationwide within seconds of receiving a request
- Made significant enhancements to YMS, including tools that track services provided and assessments conducted
- Implemented a staff scheduling and canteen systems for the department's secure facilities, using software maintenance funding, three updates were made to the scheduling system and two were made to the canteen system. Neither experienced any failures
- Provided online access to the state human resources system for correctional officers without access
- Assisted the restitution unit in implementing a new collection system
- Assisted the Justice Department and Montana Correctional Enterprises with establishing a link to the state's new vehicle registration and licensing system that allows electronic ordering and production of state license plates

Montana Correctional Enterprises

"Released offenders need the opportunity to be good neighbors, involved parents and law-abiding, tax-paying citizens. It is our responsibility to ensure they are prepared to succeed."

-Gayle Lambert

**For related
statistical
information,
see
Appendix F**

Montana Correctional Enterprises (MCE) operates industry, vocational and agricultural programs that provide employment and training opportunities for hundreds of inmates in Montana prisons. The goal of these programs is to encourage offenders to change their behavior and to better prepare them for successfully returning to their communities.

Inmates involved in the programs develop marketable skills, a strong work ethic and self-esteem through pride in their work and achievement. Such opportunities improve inmate behavior while incarcerated and enhance their chances of succeeding when they leave prison and strive to build productive, law-abiding lives. Studies show inmates with skills and work ethic are more likely to stay out of prison.

In the end, MCE programs benefit public safety by aiding offenders in their lives on both sides of prison walls.

The 22 business operations within six MCE programs are largely self-supporting. Montana Correctional Enterprises, headquartered near Montana State Prison at Deer Lodge, employs 77 civilians and about 470 inmates at Montana State Prison and Montana Women's Prison. In fiscal year 2010, the programs generated revenues to cover 88 percent of the division's \$13.9 million budget. About \$1.7 million of the total budget came from the state's general fund for license plate production and vocational education classroom study. In the future, the general fund will pay only for the vocational education program, reducing MCE's state general fund appropriation to approximately \$953,000.

MCE's six programs are agriculture, industries, canteen, license plate production, vocational education and food factory.

Agricultural operations are dominated by a working cattle ranch and dairy. The programs include range cattle, crop, feedlot, land management, dairy milking parlor and milk processing plant. Inmates also are trained in sawmill and lumber processing operations and in wildland firefighting. Inmates in the agriculture program have opportunities for training on a wide variety of equipment including heavy machinery, cut-off saws, computerized milking equipment, milk-processing equipment, semi-trucks, farm implements, grain augers, fire suppression equipment and log



Gayle Lambert
division
administrator



Bill Dabney
agriculture
director



Larry Burke
vocational
education
director



Johnal Holst
industries
director



Joe Mihelic
food factory
director



Andrew Olcott
fiscal
director



Sam Casey
re-entry
program
manager

peelers. Training also is available in animal husbandry, laboratory testing, horsemanship, packaging and shipping, clerical duties and veterinary care.

The **ranch** manages about 1,700 head of Black Angus cattle. Calving begins in early March and the calves are sold in the fall through a video livestock auction. All range cattle, sold through the auction, must be shipped out of state.

The **dairy** milks about 350 cows three times a day in a state-of-the-art computerized milking parlor. About 30 percent of the raw milk produced by the dairy is used in the processing plant for cottage cheese, ice cream, skim and fat-free milk, and yogurt. These products are sold to Montana State Prison, Helena Prerelease Center, Elkhorn methamphetamine treatment center and Riverside Youth Correctional Facility in Boulder, Treasure State Correctional Training Center at Deer Lodge, Anaconda-Deer Lodge County Jail, and Montana State Hospital and WATCH (felony DUI treatment) program at Warm Springs. The remainder of the milk is sold to a Bozeman milk processing company, and cream is sold to several Montana confectioners. The dairy has a full-time, state-certified inmate lab technician who works with the state Department of Livestock.

A 15-man inmate **fire crew** and supervisor work with the state Department of Natural Resources and Conservation to help fight wildfires in western Montana. When not on active fire duty, the crew works on the MCE ranch or in local communities providing such services as painting local government buildings, planting trees, installing playground equipment, cleaning up litter, performing fair-ground maintenance, and helping clean up after disasters.



Montana State Prison inmates feed hungry cattle on the ranch operated by Montana Correctional Enterprises.

Industry operations offer production-oriented training and work assignments in several manufacturing programs: furniture, upholstery, printing, signs, sewing and embroidery, screen printing, waste management bags, inventory management, shipping, furniture design, website design, marketing, bow-sight assembly, and hygiene kit assembly. A dog-training program at Montana Women’s Prison, called Prison Paws for Humanity, teaches inmates how to provide basic and advanced training and social skills and to prepare animals as service dogs to assist disabled people.

Four industries – sewing and production of specialized military gear, bow sights and gun slings – are certified by the U.S. Justice Department’s Prison Industry Enhancement Certification Program. Inmates in these programs are paid prevailing wage for their work, and 80 percent of their gross wage is deducted for income taxes, crime victim compensation, family support, and room and board. In addition, each inmate working in a certified program has 10 percent of net wages deposited into a mandatory savings account available upon release.

The **canteen** operation sells commissary items to the inmates at Montana State Prison, Montana Women’s Prison in Billings, the regional prisons at Glendive and Great Falls, Crossroads Correctional Center in Shelby and Elkhorn Treatment Center in Boulder. The items include snack foods, personal hygiene items, clothing, footwear and electronics. Half of the

FY2010 Quick Facts	
Full-time employees.....	77
Participating inmates.....	470
Expenditures (millions).....	\$13.9
Economic impact (millions).....	\$9.1



Montana Correctional Enterprises employees fill break-fast trays in the Food Factory.

net profits from canteen operations are deposited in the inmate welfare fund, which is used to pay for TV service to inmates, provide money to inmates being released and finance special inmate activities.

The **license plate factory** supplies all vehicle plates for the state, and trains inmates in digital graphic design, license plate production, packaging, shipping and inventory controls. The factory produces more than 500,000 plates annually, with that number increasing to 2.4 million when a new design is issued. The factory makes more than 120 types of plates, including specialty versions for sponsoring Montana organizations. An inmate graphics designer is involved in design. Beginning in fiscal year 2010, the factory's funding comes from payments made by vehicle owners receiving new plates rather than from the state's general fund.

Vocational education trains inmates in automotive

and heavy equipment mechanical repair, welding, machining, institutional laundry operations, electronics, food processing and computer applications. After inmates complete automotive training, they have the opportunity to put their skills to work in the motor vehicle maintenance shop. Classroom studies include business skills, computer-aided drafting, standard and commercial driver's licenses, and prisoner re-entry. The vocational-education program assists offenders in re-entering communities by helping them obtain housing, employment, personal documents and services before they are released from prison.

The **food factory** includes a bakery and a central food preparation facility that uses a cook-chill process to produce more than 10,000 meals a day. All menus are reviewed by a registered dietician to ensure all American Dietetic Association requirements are met. The factory's customers are Montana State Prison, Helena Prerelease Center, Elkhorn meth treatment center, Treasure State Correctional Training Center, Anaconda-Deer Lodge County Jail, Montana State Hospital, the WATCH DUI treatment program at Warm Springs and the Lewis and Clark County jail.

The **accounting and support program** oversees inmate community service workers and provides budgeting and accounting services for MCE programs and offers work and on-the-job training for inmates. It handles MCE ranchland public access security and clearance, new business development, policy development, and program coordination and support.

Accomplishments:

- Working in conjunction with community corrections and secure facilities, began an agency-wide re-entry initiative to assist offenders in their transition from prison to community, reduce recidivism and create safer communities
- Began a sewing program at Montana State Prison, making inmate clothing and coats for the prison and county jails
- Changed the source of funding for the license plate factory to reduce the general fund appropriation to Montana Correctional Enterprises by \$1.1 million
- Designed a new division website, which is located at mce.mt.gov
- Provided the Pacific Institute's "Investment in Excellence" training to all 75 MCE staff



An inmate operates the license plate printing machine, part of a Montana Correctional Enterprises program.

- Expanded canteen services to all Montana correctional facilities, offering commissary services to more than 2,200 inmates without an increase in civilian staffing
- Assisted offenders in obtaining almost 2,700 personal documents in the past two years, including state identification cards, Social Security cards, birth certificates and driver licenses, to assist them when leaving prison
- Assisted in ensuring inmates working in MCE programs paid \$31,600 in fines and restitution payments to victims in addition to restitution collected by the department
- Launched post-secondary education certificate and associate degree programs through Flathead Valley Community College and Dawson Community College, utilizing grant funding for youthful offenders. Forty-two offenders enrolled
- Continued to work with Montana State University-Billings to provide post-secondary and life skills education at Montana Women's Prison. Sixty-seven inmates have completed the life skills curriculum and 24 have completed credit course work.
- Determined by U.S. Bureau of Justice Assistance audits to be in full compliance with federal regulations in regard to certified inmate training programs
- Arranged for all Food Factory, bakery and food processing employees to complete training in improved food processing offered through Brandman University of California.
- Completed expansion of the Work and Re-entry Center for MCE inmates working daily outside of the prison compound
- Participated in a program with a local logging company and saw-mill to reduce urban interface wildland fire potential by cutting beetle-killed timber on MCE forest lands.



Andrew Olcott, MCE fiscal director, is interviewed by a TV crew about a timber-cutting program targeting pine beetle-infested trees on MCE land.

Montana State Prison



Montana State Prison at Deer Lodge is the largest correctional facility in the state, with a capacity for 1,485 inmates in a 68-acre compound designed to handle five custody levels: administrative segregation, maximum, close, medium and minimum. Despite its size and status as a familiar symbol of corrections in Montana, the prison has only about 11 percent of all offenders under Department of Corrections supervision.

The prison and its staff of about 620 uniformed and non-uniformed employees is committed to protecting Montana citizens by holding offenders accountable, ensuring the safety of employees and inmates, maintaining communication with crime victims and providing opportunities for inmates to make positive changes needed to return successfully to their communities.

The prison, located west of Deer Lodge and the old territorial prison, opened in 1977 with room for 334 inmates and was already too small to meet demand. The 1977 Legislature authorized construction of two high-security housing units with 192 additional beds. A series of further expansions during the 1980s and 1990s added about another 900 beds. The most recent addition involves 108 beds at the work and re-entry center in 2008, increasing the prison's operating capacity to 1,485.

The prison compounds are divided into low side, high side and maximum security. Within those custody levels are different types of supervision. Inmates range from general and special management populations to those with serious mental illness and inmates housed for pre-hearing confinement, detention or those in administrative segregation due to ongoing and/or serious behavior management problems.

The prison undertook an array of construction projects in 2009 and 2010. Most of them addressed needs to update aging buildings at the facility to make them more accessible to disabled inmates, improve safety and security, handle increased demand for services and storage, and make more efficient use of available space.

The prison, in conjunction with Montana Correctional Enterprises, provides work for about 70 percent of the inmate population, as well as education, treatment, programming, recreation, religious activities and health services to promote development of self esteem, an environment that promotes self-improvement and a work ethic that will serve inmates before and after their release.

"Prison provides for the safety of the public, staff and inmates; promotes accountability for behavior; and fosters positive change in offenders."

-Mike Mahoney

For related statistical information, see Appendix G



Mike Mahoney
warden



Ross Swanson
deputy warden



Pat Smith
Contracts Placement
Bureau chief



Candyce Neubauer
Technical Correctional
Services Bureau chief



Linda Moodry
public information
officer



Inmates at Montana State Prison participate in STEPS, a program designed to better prepare offenders for return to their communities by changing the way they think about themselves and their crimes. STEPS is part of a broad re-entry initiative.

The prison administration includes a warden, deputy warden, two associate wardens and security major. Operations involve three bureaus.

The **Contract Placement Bureau** manages and monitors contracts with two regional prisons and a private prison. The cooperation with these partners is critical to providing the department the flexibility needed to manage the always-changing inmate population. The private and regional prisons house about 840 inmates.

Adult male offenders are screened, evaluated, tested and classified before decisions are made regarding their placement in one of the regional facilities, the private prison or Montana State Prison. Placement decisions are based on an inmate's classification scores; medical, dental and mental health needs; security concerns; victims' issues; and gang activity.

Montana State Prison houses all high-security risk inmates, such as those requiring placement in restricted administrative segregation or maximum security, and those inmates with serious medical needs and mental health issues. The average cost per day to house an offender at the prison is about \$94.

Crossroads Correctional Center in Shelby houses a portion of the administrative segregation population. Corrections Corporation of America owns and operates the 11-year-old facility with about 540 state inmates. The department also contracts with Dawson County for operation of a 144-bed regional prison in Glendive and with Cascade County for running a 152-bed regional prison in Great Falls. The average cost per day for an offender at the two regional prisons and Crossroads is about \$73.

The bureau coordinates movement of inmates among the state and contracted secure facilities and enforces a comprehensive monitoring process that ensures contract compliance, controls costs and maintains public safety as the top priority. On-site state monitors report directly to the bureau chief on these issues. An audit team conducts periodic inspections to determine compliance with department policies and contract provisions.

FY2010 Quick Facts	
Opened.....	1977
Inmates (ADP*).....	1,455
Full-time employees.....	626
Inmate cost per day.....	\$94
MSP expenditures (millions).....	\$68
*average daily population	

The **Health Services Bureau** provides medical, dental and mental health services for inmates at Montana State Prison and offenders in the nearby Treasure State Correctional Training Center. Through a comprehensive assessment at admission, inmates with the most serious mental and physical health issues are housed at the prison where extensive services are available. A staff of about 60, which included physicians, dentists, nurses and mental health professionals, see more than 100 inmates daily. The staff is responsible for addressing the needs of almost 500 inmates with chronic health problems.

The bureau operates a 16-bed licensed infirmary as well as an on-site mental health treatment unit. The health care team is dedicated to meeting the constitutionally mandated requirements for inmate health care. Health services is pursuing accreditation through the National Commission on Correctional Health Care, which sets standards for correctional health care.

The **Technical Correctional Services Bureau** is comprised of inmate classification, discipline, grievance, and placement and movement programs for the prison system in Montana. These programs are the cornerstone for managing the risk that inmates pose to the public, the institutions and their staffs, and other inmates. The bureau promotes public safety and institutional order by appropriately differentiating inmates based on security, custody and program needs, and preparing inmates for their return to society by promoting accountability and responsibility during incarceration. The bureau represents a corrections “check-and-balance” system for handling inmate risk through proper classification and managing inmate behavior through the disciplinary and grievance system.

Accomplishments:

- Installed an elevator in the high-side laundry building and the low-side support building to address disability access issues
- Implemented for inmates the STEPS (Steps to Economic and Personal Success) and New Directions programs, which are designed to change beliefs and attitudes that cause behaviors leading to incarceration. More than 300 inmates have completed the voluntary program.
- Converted inmate clothing for high- and low-side inmates to apparel made by MCE through its industries program
- Installed new energy efficient boilers in Close Unit III and the maximum security unit
- Decreased spending on overtime for correctional officers by \$500,000 in two years and made progress in achieving adequate staffing relief
- Reduced the number of on-the-job accidents by 39 percent due to efforts of the safety committee
- Upgraded control panels in control centers in Close Unit III and the maximum security unit
- Improved staff focus on identifying gang activity among inmates and managing these difficult inmates within available capacity
- Modified cells and showers in three high-side housing units, and installed wheelchair lifts in maximum security to meet Americans with Disabilities Act standards
- Used one-time funding to purchase replacements for worn or failed security and service equipment, including an inmate body search machine, dishwashers, a vehicle fuel tracking and distribution system, warehouse delivery truck, food reheating units and the prison telephone system
- Completed construction of an isolation cell and shower in Close Unit III to assist in managing locked-housing inmates
- Installed security cameras in various housing units and throughout the prison as part of the effort to reduce incidents of rape and improve overall safety in the facility
- Added an annex to the maximum-security unit accommodate food-heating devices, a staff break room and additional storage
- Converted a block in a low-side housing unit to provide programming for mentally ill offenders
- Renovated an existing portion of maximum security to include an additional isolation cell and a shower for isolation cells



Security, to ensure the safety of inmates and staff, is a key element in all operations at Montana State Prison.

- Initiated a medical discharge program that creates a formal link among facility, inmate, family and community-based entities for transitioning inmates out of secure care
- Installed new high-security food slots in maximum security and Close III to provide more protection for staff
- Began energy conservation improvements in the low-support building, including new windows, insulation, and a new boiler
- Facilitated first offender-victim dialogue at Montana State Prison
- Provided for some staff the Investment in Excellence training, which promotes self-examination and reflection as tools for changing attitudes and beliefs, which improve employee performance
- Completed construction of a canteen building that includes additional storage for the MSP warehouse and MCE
- Started renovation of an outdated low-side housing unit into visiting facility, transportation office, property office and additional infirmary space. Inmate crews performed demolition of the interior, saving about \$200,000 in construction costs.
- Began renovation of the low-support building to create additional inmate classrooms, improved inmate hobby area and more office space for staff
- Improved labor relations by creating mandatory overtime and scheduling committees, changing how grievances are handled, and resolving contract and labor issues
- Continued improvements in the emergency response system through policy updates and training drills
- Revamped inmate movement control and procedures for areas on the high side to reduce inmate numbers and improve staff and inmate safety
- Certified 14 specialized response team members in SWAT training
- Certified five specialized response team members in sniper-observer tactics training
- Filled necessary staff positions for operating expanded Work and Reentry Center
- Upgraded radio system used for internal operations and to communicate with law enforcement
- Assisted in development of long-term strategic master plan for the Department of Corrections as authorized by the 2007 Legislature
- Implemented a tracking system for inmate grievances that improves the response and review processes



Inmates help gut an old housing unit on the low side at Montana State Prison in preparation for renovation of the building into a visiting area.

Montana Women's Prison

Montana Women's Prison in Billings provides about 165 female felony offenders a secure environment that emphasizes accountability, productivity and personal growth. More than 90 percent of all inmates are involved in educational, vocational and therapeutic programs.

The prison opened at its current site in October 1994 after operating as the Women's Correctional Center at Warm Springs since 1982. Before then, women inmates were housed in a series of temporary facilities, including an old laundry building.

Today, the Montana Women's Prison is a modern operation capable of housing up to 194 inmates and offering state-of-the-art treatment programs and an array of educational and vocational opportunities.



The prison's population increased rapidly during the first half of this decade, with the number of inmates tripling between 2002 and 2006 to nearly 220, before beginning a gradual decline to its current level. The addition of innovative community corrections programs and treatment options has resulted in a nearly 25 percent decrease in population over the past four years.

In 2007, the prison initiated a "therapeutic community" model in all housing units. A therapeutic community is a drug-free environment in which people with addictions and criminal or antisocial behavior live together in an organized and structured way that promotes change and provides skills to develop a drug-free and crime free life in society. The units are supervised by correctional officers, who also facilitate self-help groups for residents of each unit.

The women's prison invites volunteers from the Billings community into the facility. More than 30 organizations provide assistance with such events as religious activities,

"Everyone should be provided the opportunity, training, treatment and encouragement to be successful."

-Jo Acton

For related statistical information, see Appendix H



*Jo Acton
warden*



*Bob Paul
deputy warden
security*



*Sue Orand
deputy warden
treatment*



*Annamae
Siegfried-Derrick
operations manager
public information
officer*

tutoring, public speaking training, and arts-and-crafts activities.

The prison operates vocational and educational programs to meet the needs of women offenders. Inmates work on constructing custom bow sites, embroidery, sewing, lanyard production, rifle-sling assembly and dog training. The prison offers classes to obtain high school-equivalency diplomas, computer skills, driver's education and re-entry assistance. In cooperation with Montana State University-Billings, the prison provided inmates with access to college-level courses that provide job-skills training through a federal grant obtained by the campus. The "Pathways to Self-Sufficiency" program, started in 2009 and managed by Montana Correctional Enterprises' education office, includes courses in math, reading, writing, personal finance, communication, carpentry and graphic design. By mid-2010, the program had 24 graduates.

The Prison Paws for Humanity program, operating for seven years, is the most visible training program. The offenders provide basic obedience training for pets of Montana residents. Inmates in the program are involved with the dogs full time and provide all basic care and grooming in addition to training. The program enhances inmates' parenting skills; teaches patience, tolerance and positive reinforcement; and improves self-esteem. The prison's chemical-dependency treatment program has added an emphasis on methamphetamine use, and mental health services are provided by a staff member and contracted employees.



Inmates graduating from a job skills program at Montana Women's Prison listen to Gov. Brian Schweitzer speaking at a ceremony marking their achievement.

The women's prison is a flexible organization capable of adjusting programs to fit the needs of staff and inmates. The primary goals of the Montana Women's Prison remain public safety and accountability, while preparing offenders to become successful and contributing members of their communities.

Accomplishments:

- Achieved 97 percent compliance in the department's biennial 2009 audit.
- Reorganized management to create a deputy warden for security and a deputy warden for treatment to better manage the facility and equalize emphasis between security and treatment
- Revamped the Intensive Challenge Program (boot camp) into an orientation unit to better prepare new inmates for successful entry to the prison and therapeutic community model
- Purchased land east of the prison and demolished abandoned houses there to enhance the security perimeter
- Upgraded the communication system to link to state and state emergency preparedness operation
- Hosted White Bison Mothers of Tradition, a nationally recognized treatment program for Native Americans. The presentation was videotaped for national use.
- Facilitated media coverage of such topics as mothers in prison; maintaining a marriage while incarcerated, the dog-training program highlighted on a national cable TV channel, and fundraisers for cancer research and Head Start
- Hosted several intra-agency and interagency training events such as mechanics of cognitive principles and restructuring, cognitive principles and restructuring facilitators course, drug identification, trauma-informed care in a correctional setting, motivational interviewing and effective communication, and first aid instruction.

FY2010 Quick Facts	
Opened.....	1994
Inmates (ADP*).....	167
Full-time employees.....	70
Inmate cost per day.....	\$116
Expenditures (millions).....	\$6.2
*average daily population	

Staff Services

The Staff Services Division provides human resource, legal and investigation services, professional employee development and training programs, department policy management, and American Indian cultural services. As part of the third-largest state agency, the division serves about 1,300 employees located in offices and facilities throughout Montana. It has staff located at Central Office in Helena, Montana State Prison in Deer Lodge, Montana Women's Prison in Billings, the department's Training Center at Deer Lodge, and Pine Hills Youth Correctional Facility in Miles City.

The **Human Resources Bureau** provides a comprehensive range of human resource management and consulting services. The bureau provides department staffing through development and implementation of targeted recruitment plans for agency positions where it has been difficult to attract qualified candidates and retain employees, including correctional officers, teachers, physicians, nurses and other medical personnel. The bureau recruiter represents the department at career fairs throughout Montana, including Montana university system campuses, and private and tribal colleges. Bureau human resource specialists develop and maintain position job profiles; prepare and advertise job announcements; develop individualized selection plans; and provide technical assistance for supervisors to identify and hire the most qualified candidates for department positions.

Bureau staff monitors agency compliance with complex federal and state employment and civil rights laws, responds to employee and citizen complaints, handles disability accommodation requests, and manages administrative procedures related to these laws, rules and policies. The bureau administers the Governor's Award for Excellence in Performance program; provides supervisors with advice and assistance on staff discipline and performance management; and oversees workers' compensation injury losses and early return-to-work initiatives. The bureau provides labor relations and contract administration for nine collective bargaining agreements involving three unions, including contract negotiations, grievance resolution and employee relation initiatives.

The **Legal Services Bureau** consists of three attorneys and 1½ paralegals. The bureau represents the department in litigation in state, federal, trial and appellate courts and before administrative law judges and bodies. Most litigation

"It's the people placed in the right roles with the appropriate training that ultimately determine our success or failure."

-Steve Barry

For related statistical information, see Appendix I



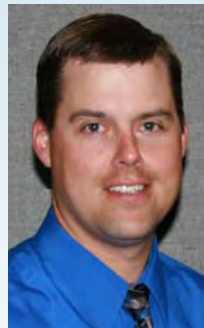
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division
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*Myrna Kuka
American Indian
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*Ken McElroy
Human Resources
Bureau chief*



*Curt Swenson
Professional
Development
Bureau chief*



*Colleen Ambrose
Legal Services
Bureau chief*



*Dale Tunnell
Investigations
Bureau chief*



During a National Institute of Corrections training program, Department of Corrections staffers participate in an exercise designed to increase mutual trust and promote clearer communication.

handled by the bureau involves inmate claims challenging the conditions of their confinement and state and federal challenges to the legality of their incarceration. The bureau provides the department and its divisions and facilities with verbal and written legal advice on a day-to-day basis, regarding the sentencing, supervision, care and custody of offenders; personnel matters; contracts; policy; land management; and all issues relating to the department's role as an executive branch agency. This includes administrative rulemaking and legislative services. The bureau handles more than 100 legal new cases each year.

The **Investigations Bureau** consists of a bureau chief, three criminal investigators, an intelligence analyst and two investigative technicians. The bureau is responsible for statewide criminal and administrative investigations that occur within department facilities and programs. The bureau investigates suspected serious staff violations of policy and procedure, and criminal behaviors. Staff also conducts offender criminal investigations in support of local authorities and provides assistance to local, state and federal law enforcement. Two investigators and two investigative technicians are located at Montana State Prison. A crime analyst, working with the Department of Justice, is assigned as a corrections representative in the Montana All-Threat Information Center.

The bureau also implements provisions of the federal Prison Rape Elimination Act (PREA). This responsibility includes enforcement of the department's zero-tolerance standard for sexual assault and rape within Montana's correctional system. Bureau investigators with specialized training conduct investigations on all allegations of offender-on-offender and staff-on-offender sexual misconduct. The bureau chief is responsible for data collection and reporting requirements, and coordinates the PREA compliance monitoring and training requirements with the department's Compliance Monitoring and Safety Unit and the Professional Development Bureau.

The bureau includes the **Emergency Planning and Preparedness Unit**, which ensures the department is ready to adequately respond to emergencies that arise in corrections and can jeopardize the safety of the public and correctional facilities. It maintains and tests the department's emergency-response-and-notification system. This unit coordinates with all department facilities and programs to ensure a consistent approach to emergency planning and preparedness throughout the agency. The unit also is responsible for management of the department's interoperability radio system, which is part of a statewide effort to develop an emergency radio system in which all jurisdictions can seamlessly communicate with one another in an emergency.



A new class of probation and parole officers promise to abide by the department's code of ethics following weeks of training at the Montana Law Enforcement Academy

FY2010 Quick Facts	
Number of employees.....	1,307
Annual training hours.....	1,152
Average years of service.....	9.9
Turnover rate	15%

The **Professional Development Bureau** provides cutting-edge course curriculum development, evidence-based training and technical assistance based on current best practices within the correctional field. The bureau provides department staff with basic, intermediate and advanced training courses; distance-learning opportunities; self-study programs; on-the-job training that is supervised, documented and evaluated; and opportunities for educational advancement through college accredited training. Bureau training courses provide employees the opportunity to develop, reinforce and increase the skills necessary to perform the duties and responsibilities of their position, and to acquire knowledge needed to advance their careers.

The bureau uses multiple training methods that include use of traditional classroom study, a staff library, distance-learning curricula and state-of-the-art computer-based education. This approach to providing staff education allows employees to obtain the most relevant, up-to-date training, while reducing training costs. The bureau manages a training records system and conducts assessments of staff work flow for supervisors, analyzes the results and recommends organizational changes. Bureau staff conducts strategic planning and team-building exercises throughout the agency, ensuring consistency with the department's mission, vision, values, goals and objectives.

The **American Indian liaison** serves as the department's authority to provide knowledgeable guidance to department staff on American Indian spiritual and cultural issues within the environment of sound correctional practices. The liaison regularly meets with the governor's Indian affairs coordinator; tribal officials; Indian Alliance Center staffs; Montana-Wyoming Tribal Leaders Council members; and other American Indian parties to ensure ongoing communication regarding department activities, programs and initiatives. The liaison communicates with American Indian offenders and their families to understand concerns and develop solutions that take into consideration the cultural and spiritual needs of native offenders. The liaison provides department employees with training on American Indian cultural practices and helps recruit prospective employees within the native community.

The **Policy Unit** manages the development, review, revision and publication of 235 department policy directives. Policies are developed and managed in accordance with applicable national standards and federal and state laws in order to ensure public safety, institutional security and protection of offenders' civil rights. The 200 unrestricted department policies are available to the public on the department's website: <http://www.cor.mt.gov/Resources/Policy/default.mcpix>

In the past two years, the policy unit assisted department staff in updating operational procedures in accordance with the department policy management system. The unit has also coordinated the 2009 annual policy review in compliance with American Correctional Association standards, and established online policy access for department employees through the agency's intranet site.

Accomplishments:

- Completed the first two annual reports providing cumulative data on human resource issues such as recruitments, turnover, investigations and discipline, disability access issues and resolutions, and use of Family Medical Leave Act
- Teamed with the American Indian liaison to conduct a focused recruitment for Native American specialty probation and parole officers, resulting in increased agency diversity and achievement of equal employment opportunity goals
- Established an ongoing rotation schedule for review and updating of all agency policies
- Coordinated with the National Institute of Corrections to bring its comprehensive Executive Leadership Development program to the department, focused on both current and future leaders
- Provided leadership and assistance in implementing highly effective "Investment in Excellence" programming for offenders in prison and community programs
- Launched the "Corrections Distance Education Program," which provides staff 24/7 access to training on a variety of subjects, automated enrollment and tracking of all online professional development. As a result, classroom courses have decreased while staff training hours have almost doubled from the previous year.
- Established a staff wellness center at the DOC training facility in Deer Lodge by obtaining, at no cost to taxpayers, thousands of dollars worth of exercise and gym equipment
- Updated and transitioned the offender legal access system to a more efficient and cost-effective system, including training for support staff

Youth Services

The Youth Services Division holds juvenile offenders accountable for their actions through custody, supervision, restitution and life-skills development. This is achieved by providing habilitation services from a youth's commitment to the department to transition into the community and eventual completion of sentence. The goal is to give youths every possible opportunity for successful and productive lives. The division supervises 171 youths.

The division has three bureaus.

Pine Hills Youth Correctional Facility in Miles City is a 120-bed, secure-care program for males 10-17 years old who are adjudicated as delinquent by the Youth Court. The facility, which averaged 76 youths daily in fiscal year 2010, has been accredited by the American Correctional Association since 1998. Services include a year-round educational program accredited by the state Board of Public Education, one-on-one and group counseling, treatment programs for chemical dependent and sex offenders, spiritual activities, daily recreation, and life skills and work restitution programs. Pine Hills, with a staff of 130, serves the needs of its youths with registered nurses, licensed addiction counselors, and medical, dental, vision and psychiatric services. Annual admissions to Pine Hills have declined 17 percent, from 88 to 73, during the past five years. The average length of stay is 183 ½ days.

American Indian "wellness days" are conducted quarterly to significantly augment American Indian-related programming, and the White Bison program assists American Indian youths dealing with chemical dependency issues. About 28 percent of the Pine Hills population is American Indian.

Riverside Youth Correctional Facility in Boulder is a 20-bed, secure-care program for females 10-17 years old who are judged delinquent by Youth Court. The facility, which averaged 15 youths daily during fiscal 2010, provides gender-specific programming using nationally recognized best practices, and has implemented enhanced training and program curricula to support this focus. Services include a year-round education program accredited by the state Board of Public Education, one-on-one and group counseling, and treatment programs for chemical dependency.

"Adequately addressing the needs of young offenders is the best tool for preventing them from becoming adult offenders."

-Mike Ferriter

For related statistical information, see Appendix J



*Karen Duncan
Youth Community
Corrections Bureau
chief*



*Cindy McKenzie
Riverside
superintendent*



*Steve Ray Jr.
Pine Hills
superintendent*

In addition to a case manager and licensed chemical dependency counselor, the clinical staff includes two registered nurses. Riverside contracts for additional medical care, including a psychologist for evaluations and consultations. Annual admissions to Riverside have decreased by a third, from 24 to 16, during the past five years. Riverside, with an average length of stay of 261 days, has a staff of 33.

As part of a division-wide effort, Riverside services focused on the cultural needs of American Indian youths. The quarterly “wellness days” provide opportunities for youths to interact with members of several tribes from across the state. Activities include drumming, dancing, crafting, storytelling and raising a tepee. The White Bison program adds a cultural element while helping American Indian youths work on chemical dependency issues. About 37 percent of the Riverside population is American Indian.

The **Youth Community Corrections Bureau** includes aftercare coordinators, juvenile parole officers, Youth Transition Centers, youth detention licensing, youth corrections transportation, and financial and program services. The bureau supervised an average of 80 juveniles in fiscal year 2010.

Aftercare coordinators follow youth case plans and focus on re-entry needs from the time a youth enters the institution to his or her community placement. They also coordinate family and provider visits to the secure facilities and accompany youths to pre-placement meetings in the community. They work with institutional staff, juvenile parole officers, contracted service providers, and other community team members to promote successful return of youths to their communities.

Juvenile parole officers coordinate with institutional case managers and the aftercare coordinators in planning for those returns. Division efforts have strengthened family involvement with youths by reimbursing some travel, lodging and meal expenses for family members visiting youths at state facilities. Video-conferencing equipment at both secure facilities enables family and parole officer visits without long road trips, reduces reliance on collect telephone calls and improves access to medical care, psychological services and educational opportunities. A monthly average of 70 juveniles were on parole in FY2010



A kitchen at Riverside Youth Correctional Facility allows culinary arts classes for juvenile offenders.

The **Youth Transition Centers**, which provide separate housing for males and females, are an alternative to sending youths back to a correctional facility. The Great Falls centers, with an average monthly population of 10 during fiscal 2010, also house youths coming directly from a correctional facility on the rare occasion when no other appropriate placement is available. However, the centers focus on youths having trouble adjusting to a less-structured community placement. With

around-the-clock staffing, the centers provide housing, life-skills enhancement, mentors, and focused counseling for emotional needs and chemical dependency. The centers also offer employment and community service opportunities, access to education through local schools, and a variety of recreational activities.

Transportation officers provide secure transport of youths and assist secure correctional facilities with transportation to in-town services. The detention licensing staff is responsible for ensuring that juvenile detention facilities meet American Correctional Association standards and comply with laws and administrative rules. The Financial Services Unit maintains fiscal accountability for funds appropriated for the placement

FY2010 Quick Facts

Youth supervised (ADP*)	171
Youth in secure care (ADP*).....	90
Expenditures (millions).....	\$18.6
Federal funds.....	\$575,800

*average daily population

of juvenile offenders in family foster care, group home, shelter care and residential treatment.

The annual number of youth placements in non-secure programs decreased almost 15 percent during the past five years, from 341 to 291.

The **Interstate Compact on Juveniles Unit**, which is not attached to a bureau, ensures nationwide and statewide cooperative supervision of delinquent juveniles on probation or parole, and the return of run-aways, absconders and escapees.

Accomplishments:

- Introduced phase one of the computerized Youth Management System in June 2009
- In conjunction with information technology staff, completed development of a program that separates confidential juvenile information from the automated youth records management system
- Implemented new mental health awareness training, specific to youths, for juvenile justice staff members
- Enhanced and increased family support services for youths on parole by extending the services to three additional communities
- Increased use of video conferencing for training and family contacts
- Utilized national experts in training staff on the federal Prison Rape Elimination Act
- Obtained re-accreditation from the American Correctional Association for juvenile parole and Pine Hills Youth Correctional Facility, with each program earning a perfect compliance rating of 100 percent
- Established the Juvenile Interstate Compact Council
- Maintained population below capacity at Pine Hills and Riverside by means of re-entry programs, and other programming that follow best practices and resulted in low recidivism rates
- Continued to enhance programs and services offered to American Indian youths by introducing them to young, positive American Indian role models, while continuing such initiatives as the anti-drug White Bison program, wellness days and sweat lodge ceremonies at both secure facilities
- Increased academic achievement at Pine Hills and Riverside by at least one grade level in a 90- to 180-day time frame
- Had no escapes from Pine Hills and Riverside for almost three years
- Implemented nationally recognized suicide prevention training for division staff
- Met the requirements of risk management and tort claims property loss management programs at Pine Hills and Riverside, which resulted in a 10 percent reduction in insurance premiums totaling \$3,500



- Operated an effective sex offender treatment program at Pine Hills that has resulted in a recidivism rate of less than 3 percent during a 10-year period

At Pine Hills Youth Correctional Facility, staff and offenders prepare a medicine wheel for American Indian spiritual activities.



Unit Manager Jason Higgins meets with an offender at Pine Hills Youth Correctional Facility.

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- VINE (Victim Information and Notification Everyday) registration: (800) 456-3076 www.vinelink.com
- Toll-free victims hotline: (888) 223-6332

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- Prerelease Program Contract Manager Judy Little: 444-4910 judy1@mt.gov
- Treasure State Correctional Training Center Superintendent Greg Budd: 846-1320 ext 2107 gbudd@mt.gov

- Missoula Assessment and Sanction Center Administrator Dan Maloughney: 258-4021
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Region IV (Billings) Administrator John Williams:
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Region V (Kalispell) Administrator Tom Forsyth:
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Region VI (Glendive) Administrator Emery Brelje:
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- Statistics and Data Quality Bureau Chief Dewey Hall:
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- IT Communication Infrastructure Manager Mike Raczkowski: 444-9660 mraczkowski@mt.gov
- Database Administrator Kenny Kyler: 444-0127
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Montana State Prison

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Deer Lodge, MT 59722

- Warden Mike Mahoney: 846-1320 ext 2200
mmahoney@mt.gov

- Deputy Warden Ross Swanson: 846-1320 ext 2377
rswanson@mt.gov
- Contract Placement Bureau Chief Patrick Smith:
846-1320, ext 2556 pksmith@mt.gov
- Technical Correctional Services Bureau Chief Candace Neubauer: 846-1320, ext 2459
cneubauer@mt.gov
- Medical Services Bureau Chief Cathy Redfern:
846-1320, ext 2448 credfern@mt.gov
- Administrative Officer Cheryl Bolton: 846-1320, ext 2302
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- Public/Victim Information Officer Linda Moodry:
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50 Crossroads Dr.
Shelby MT 59474
DOC Monitor – Louis Peterson: 434-7055 ext 47415
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Warden Dan O’Fallon
800 Ulm N. Frontage Rd.
Great Falls, MT 59404
DOC Monitor Wayne Bye: 727-1930 wbye@mt.gov
- **Dawson County Regional Prison**
Sheriff Craig Anderson
440 Colorado Blvd.
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DOC Monitor Dale Henrichs: 377-7687
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Montana Correctional Enterprises

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- Administrative Officer Gail Boese: 846-1320 ext 2351
gboese@mt.gov

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- Fiscal Director Andrew Olcott: 846-1320 ext 2324 aolcott@mt.gov
- Food Factory Director Joe Mihelic: 846-1320 ext 2120 jmihelic@mt.gov
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Montana Women's Prison

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- Deputy Warden Treatment Sue Orand: 247-5157 sorand@mt.gov
- Operations Manager, Public/Victim Information Officer Annamae Siegfried-Derrick: 247-5102 asiegfried-derrick@mt.gov

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- Riverside Youth Correctional Facility Superintendent Cindy McKenzie: 225-4501 cmckenzie@mt.gov

Board of Pardons and Parole

1002 Hollenbeck Rd.
Deer Lodge, MT 59722
846-1404

- Executive Director Craig Thomas: crthomas@mt.gov
- Parole Board Analyst Julie Thomas: jpribnow@mt.gov
- Parole Board Analyst Brian Callarman: bcallarman@mt.gov

Glossary of Correctional Terms

Absconder – A parolee or probationer who fails to report to a probation officer as required or who illegally leaves his or her county and whereabouts are unknown

Ad Seg – Shorthand for administrative segregation, which refers to the process of temporarily separating an inmate in a single-bed cell unit for the safety of the inmate or security of the institution

ADP – Average daily population of an institution or program during a certain period of time and taking into account daily fluctuations

Adult community corrections – Programs in the community that provide for the supervision of low-risk felony adult offenders and offenders moving from prison to the community. The programs involve citizens in setting policy, and determining placement and programming.

Beds – A way of measuring space available to house offenders in a correctional facility

Board of Pardons and Parole – A quasi-judicial citizen board created by the Legislature in 1889, its three members and four auxiliary members are appointed by the governor to staggered four-year terms. The board is attached to the Department of Corrections for budgeting purposes. The board is charged with granting or denying paroles, rescinding and revoking paroles, and recommending pardons or commutations to the governor.

Cage – The control room of a prison housing unit

Canteen – A store within a correctional facility from which inmates can purchase personal items, such as personal hygiene supplies, snacks, electronics and writing materials

Capacity – The maximum number of inmates that can be safely housed and managed in an institution. The number is usually based on operating capacity and is higher than the design capacity.

Cell block – A group of cells with a common day room or a group of cells considered a block because of their location or classification

CD – Usually refers to chemical dependency, but also can mean classification decision

CJIN – (pronounced SEE-juhn) The Criminal Justice Information Network is an electronic system for sharing among

law enforcement and corrections agencies information about criminals.

Classification – The process of scoring an offender's risks and needs in order to determine his or her appropriate custody level and placement in a prison

Close custody – The second most secure custody level, between medium-high and maximum security

CO – Correctional officer

CON – The acronym for Correctional Offender Network, which is a public Web site that provides basic information about adults convicted of felony offenses who are or have been under state supervision. The site has information about an offender's criminal record, sentence, current custody status, location in the corrections system, ID number, physical description and – when available – a photo.

Conditional release – This refers to instances when an inmate is released into the community under auspices of the department and subject to its rules. This is not a parole and inmates are not eligible for parole consideration while on conditional release. Offenders who violate conditions of their release and sent to prison would become eligible for parole when prison records show they have served their minimum sentence.

Connections Corrections – A residential-based, chemical-dependency treatment program operated by a private, non-profit corporation under contract with the state at Warm Springs and Butte

Contraband – Any substance, material or object that is illegal for an inmate to possess

CP – Command post, the central operational area of a prison

Crime victim compensation program – A state Justice Department program that provides victims with money to offset some of their expenses resulting from a crime, such as lost wages, medical bills, counseling bills and funeral costs.

Crossroads Correctional Center – Montana's only privately run prison, located at Shelby and owned and operated by Corrections Corporation of America under contract with the state

Detention – Imprisonment or confinement for an offense, detention by a police officer following arrest, placement in a community corrections program, or participation in a supervised-release program or a county jail work program

Discharge – Release from Department of Corrections supervision based on completion of a court-imposed sentence

Discharge (juvenile) – Release from Department of Corrections juvenile supervision due to expiration of a Youth Court order, conviction as an adult, attaining age 18, or complying with conditions of a parole agreement and receiving the maximum benefit from all services available through the department

Diversion – Placement of an offender by a court or the department in facility or program as an alternative to prison

DOC commit – Commitment by a court to the Department of Corrections that allows the agency to determine where to place an adult offender within legal guidelines

EIP – “Earned incentive program,” which allows a youth at Pines Hills or Riverside youth correctional facilities to be rewarded for appropriate behavior

Electronic monitoring – An automated system capable of recording and transmitting information about an offender’s location, using conventional or cellular phones and sometimes relying on global positioning satellites (GPS). The systems are usually used to monitor offenders ordered to remain in their homes during certain times of day or for certain periods of time. Monitoring is sometimes required as a condition of pretrial release, probation, parole or conditional release.

Elkhorn – The name of the methamphetamine treatment center opened at Boulder in April 2007. The 40-bed facility for women offers nine months of intensive treatment followed by six months of aftercare in a prerelease center. Elkhorn is operated by Boyd Andrew Community Services, a nonprofit corporation, under contract with the state.

EPP – “Earned privilege program,” which awards and removes an inmate’s privileges based on behavior and progress in treatment programs

ESP – “Enhanced supervision program,” which relies on contracts with prerelease center staffs to provide daily assistance to offenders having trouble finding a job and struggling with substance abuse

Executive clemency – Leniency exercised by the governor in the form of commutation of a sentence to a less severe one, a respite or pardon

Felony – Any offense for which an adult offenders can be sentenced to the Department of Corrections

Good time – This credit for good behavior in prison reduced an inmate’s sentence and was abolished in January 1997

Habitual offender – An offender with two or more separate prior convictions. A judge determines this designation.

Home arrest – Using a person’s home for confinement, usually through some form of electronic monitoring

ID number – The unique number assigned to each offender under department supervision

Inmate welfare fund – An account holding money from involuntary contributions by inmates and used to assist inmates in need

Interstate Compact – An agreement among states that allows for parolees and probationers to live in a state other than the one where their crime was committed

ISP – Intensive supervision program, which is a more structured level of probation or parole that can include electronic monitoring of offenders in the community

Jail holding – The temporary housing of state inmates in county jails until space becomes available in the prison system

JDIP – Juvenile Delinquency Intervention Program, which provides funding to communities for alternatives to secure care for juvenile offenders

Kite – A form for inmates to submit various requests to prison staff

Lockdown – Securing a cell, unit or entire institution by locking offenders in their cells as part of a daily routine or to control an incident or disturbance

MASC – Missoula Assessment and Sanction Center, which assesses male offenders committed to the Department of Corrections by the courts and determines appropriate placement in the corrections system

MCE – Montana Correctional Enterprises, the department division that offers inmates work and training opportunities in various programs, including ranch, dairy, lumber processing, food production, laundry, industry programs and vocational education.

MSP – Montana State Prison outside Deer Lodge

MWP – Montana Women’s Prison in Billings

Nexus – The name of the methamphetamine treatment center opened at Lewistown in June 2007. The 80-bed facility for men offers a nine-month program of intensive treatment, followed by six months of aftercare in a prerelease center. Nexus is operated by Community, Counseling and Correctional Services Inc., a nonprofit corporation, under contract with the state.

Operating capacity – The maximum number of beds with which a facility can operating efficiently and safely

OMIS – Offender Management Information System,” a computerized database containing information about offenders under supervision of the Corrections Department. The program, which began operating Sept. 15, 2008, replaces the outdated ACIS, adult criminal information system.

On-site hearing – A preliminary administrative hearing on a parolee conducted by the department at the site of an alleged parole violation or arrest

Pardon – A declaration that an offender is relieved of all legal consequences related to a prior conviction

Parole – The supervised release into a community of an inmate prior to the completion of a sentence, as a result of a decision by the state Board of Pardons and Parole, and subject to conditions imposed by the board

Parole eligibility – The earliest possible date a person can be released from prison to parole supervision, usually a fourth of a prison sentence

Passages – A multi-faceted correctional facility for women in Billings. Operated under contract with the state by Alternatives Inc., a nonprofit corporation, the facility opened in January 2007 and combines a 65-bed prerelease center; a 50-bed assessment, sanction and revocation center; and 40-bed drug-treatment program

Pine Hills Youth Correctional Facility – A 120-bed facility for males ages 10 through 17, located in Miles City

PREA – The acronym for the Prison Rape Elimination Act, which was passed by Congress in 2003 and imposes requirements on state and local governments under threat of losing federal funds. It mandates development of standards for detection, prevention, reduction and punishment of prison sexual assault; and collection of data on the incidence of prison sexual assault. The law provides for grants to state and local governments to implement the act.

PRC – Prerelease center, which is a low-security community-based residence for offenders. The state has contracts with nonprofit Montana corporations for operation of six prerelease centers that house, treat and supervise about 800 men and women offenders at any one time. The centers offer a six-month program that provides transition from prison to community and give judges an alternative to prison for offenders when public safety and the offenders' interests are best served by a level of supervision between prison and probation.

Probation – The court’s release of an offender, subject to supervision by the department and under direction of the court. Juvenile probation is supervised by the Montana Supreme Court

PSI – The acronym for a pre-sentence investigation report prepared by a parole or probation officer to assess a newly convicted offender and provide assistance to judges in handing down sentences

Reception – That part of a prison where offenders are initially housed pending classification and transfer to an assigned cell

Recidivism rate – The rate at which adult offenders return to prison in Montana for any reason within three years of release from prison. Each release can have only one corresponding return.

Re-entry – The term given to pre- and post-release programs serving adult and juvenile offenders as they transition back to communities

Regional prisons – Two prisons housing male inmates and operated in Great Falls and Glendive by Cascade and Dawson counties, respectively, under contract with the state

Restorative justice – A criminal justice philosophy that focuses on healing the harm and restoring the losses to individuals and communities affected by crime. This philosophy is based on offender accountability, rehabilitation and restitution.

Retributive justice – A philosophy that a crime is committed against the state and the offender is held personally liable through punishment

Return rate – The rate at which adult offenders enter or return to an adult community correctional facility or prison in Montana for any reason within three years of release from any correctional facility

Revocation – The act of a judge or the Board of Pardons and Parole to end an offender’s parole or probation because of a technical violation of conditions imposed

Riverside Youth Correctional Facility – A 20-bed secure facility for girls ages 12 through 17, located in Boulder

Screening – The process of reviewing an inmate’s sentence, criminal history, special needs and prison behavior to determine placement in or transfer to a program or another facility

Security threat groups – Sometimes called STGs, these most often refer to prison gangs.

START – The Sanction, Treatment, Assessment, Revocation and Transition center, a 118-bed facility near Anaconda. It opened at Warm Springs in December 2005 as a pilot project offering an alternative to prison for those who violate conditions of their community placement. START moved to its new facility near Anaconda in July 2010. Offenders are assessed and offered some treatment in an effort to return them to the community.

Treasure State Correctional Training Center – Located near the Montana State Prison outside Deer Lodge, this 60-bed male correctional facility is also called a “boot camp.” It is based on a military format of discipline and treatment. Programs employed during a trainee’s 90- to 120-day incarceration include victimology, criminal thinking errors, anger management, substance abuse treatment and academic schooling. Successful completion can result in a reduced prison term.

UA – The acronym for urinalysis that determines the presence of alcohol or other drugs in an offender

VINE – The acronym for Victim Information and Notification Everyday, an automated 24-hour telephone and e-mail offender tracking system that is operated by a private company under contract with the Corrections Department. Victims and the general public can register with VINE to receive notice of an offender’s transfer, release, escape, parole hearing, sentence review or death.

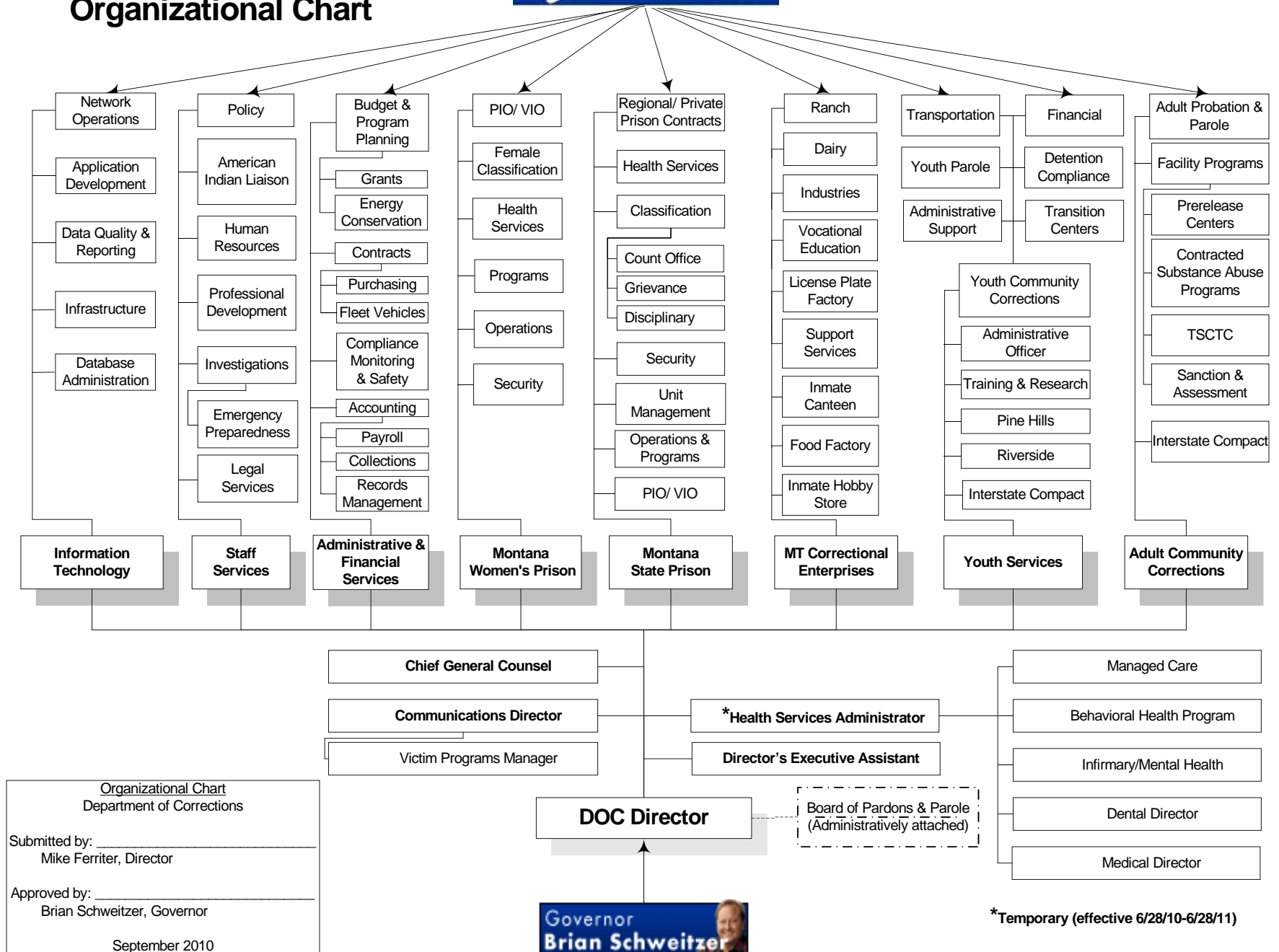
Victim impact statement – A report presented by a victim to the court before sentencing, or to the Board of Pardons and Parole before a parole hearing that summarizes the trauma caused by the crime. The victim often offers his or her opinion about an appropriate sentence or whether parole should be granted.

Victim-offender dialogue – A process that allows victims to meet with their offenders in a safe and secure setting to ask questions about the crime and to discuss the harm it caused. A facilitator assists in the process that is designed to hold offenders accountable and help victims begin a healing process.

WATCH – The acronym for Warm Springs Addiction Treatment and Change, which opened in February 2000, the 108-bed program at Warm Springs offers supervision and treatment to felony DUI offenders, who are those with four or more drunken-driving convictions. Those who successfully complete the six-month program may have the remainder of their 13-month mandatory prison sentences suspended. WATCH East opened in Glendive in 2005 with 40 beds.

Youth community corrections – This portion of the Department of Corrections encompasses juvenile parole, transition centers, detention licensing of private detention centers, interstate compact services for youths on probation and parole, and community juvenile placement funds.

Department of Corrections 2010 Organizational Chart



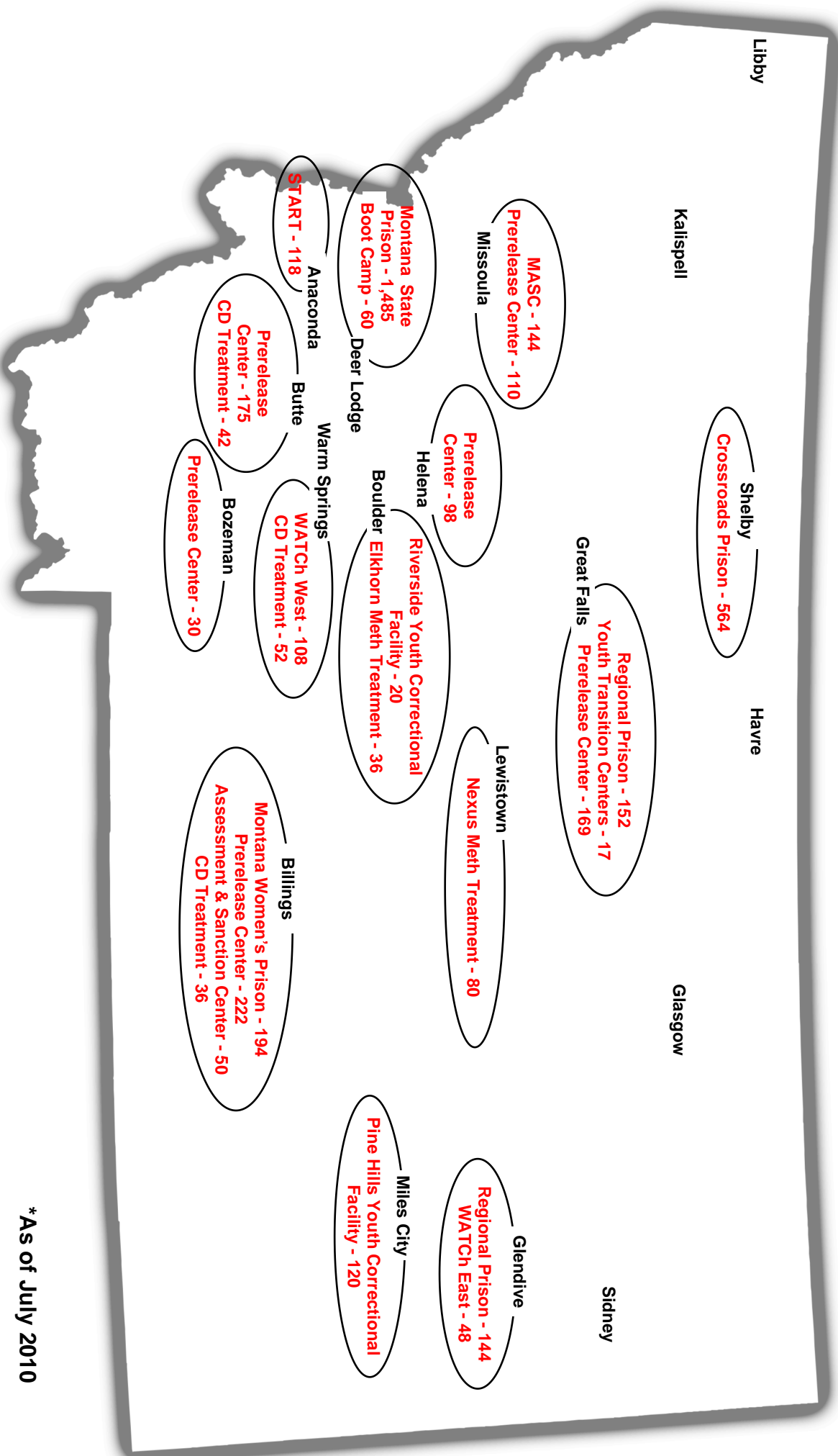
General Information

This section contains statistical information of a general nature about offenders and department operations, and is not specific to a particular division or facility.

NOTE: The data contained in this and the following sections include statistical categories covered in previous reports and new information requested by the public and the Legislature.

Locations and Capacities of Corrections Programs and Facilities*

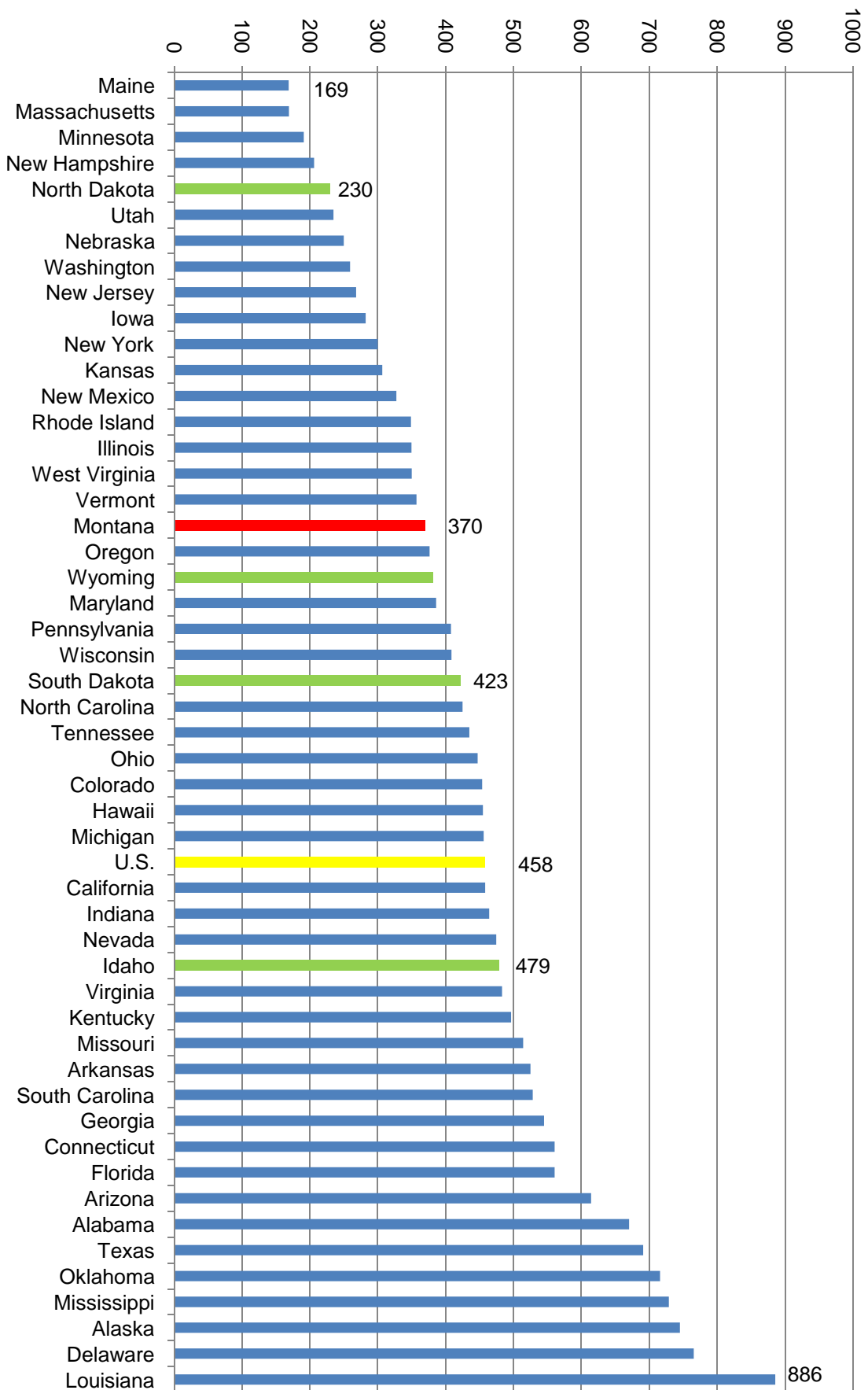
(Does not include transitional living, day reporting, intensive or enhanced supervision - 536)



* As of July 2010

Incarceration Rates per 100,000 Residents

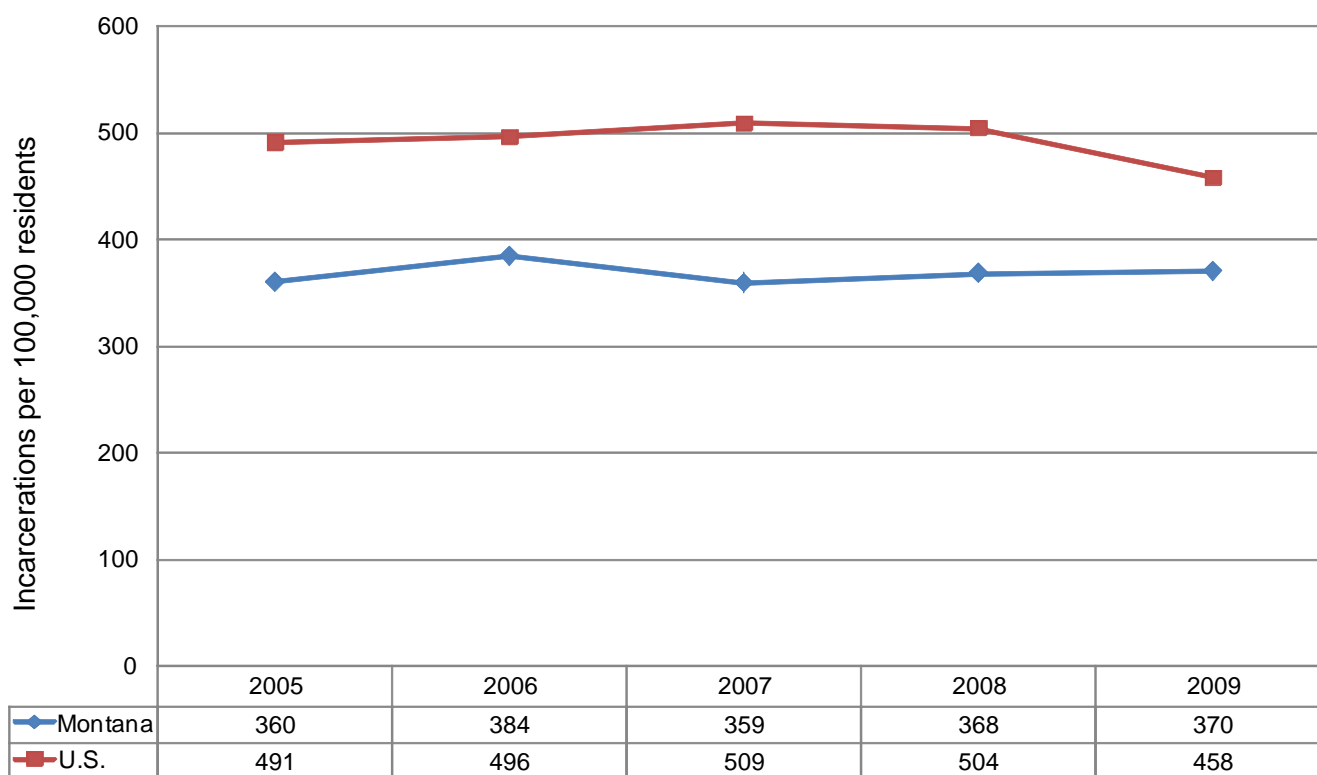
Jan. 1, 2010



SOURCE: Pew Center on The States, March 2010; U.S. Census Bureau

Prison Incarceration Rate Montana and U.S.

2005-2009



SOURCE: Pew Center on the States; U.S. Bureau of Justice Statistics

Corrections Top 10 Conviction Offenses

FY 2005 - 2010

Males

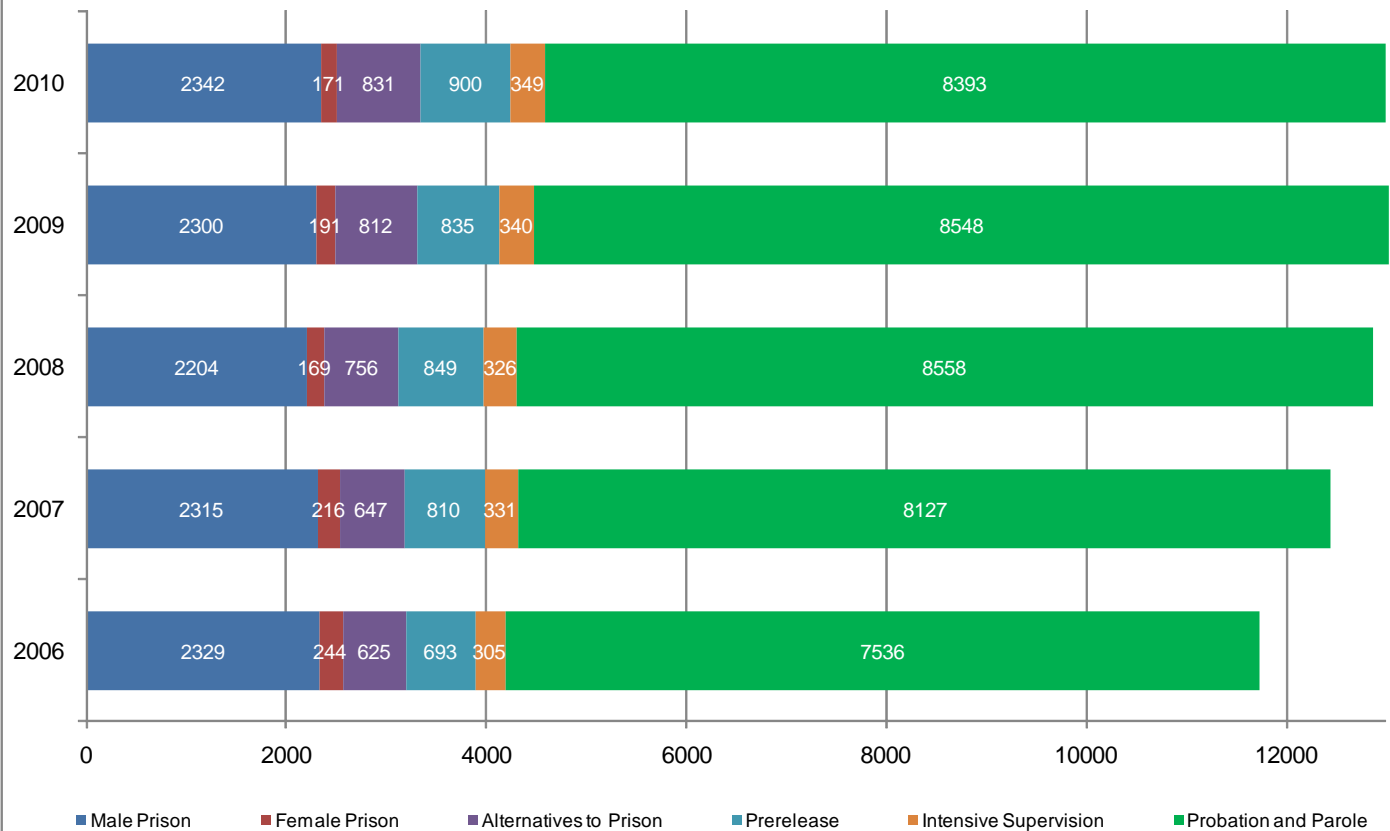
1. POSSESSION OF DRUGS
2. FELONY DUI
3. THEFT
4. CRIMINAL ENDANGERMENT
5. BURGLARY
6. DISTRIBUTION OF DRUGS
7. ASSAULT WITH A WEAPON
8. ISSUING A BAD CHECK
9. PARTNER/FAMILY MEMBER ASSAULT
10. POSSESSION WITH INTENT TO DISTRIBUTE

Females

1. POSSESSION OF DRUGS
2. THEFT
3. ISSUING A BAD CHECK
4. FORGERY
5. FELONY DUI
6. CRIMINAL ENDANGERMENT
7. FRAUDULENTLY OBTAINING DRUGS
8. DISTRIBUTION OF DRUGS
9. DRUG OFFENSES OTHER STATE
10. POSSESSION WITH INTENT TO DISTRIBUTE

OMIS Data Extracted 7/13/2010

Average Daily Population by Program FY 2006-2010



The Department of Corrections continues its efforts to manage the offender population in programs and facilities other than prison. The daily cost of some of those programs can be as much as 24 times less costly than a day in prison and can provide more individualized focus on an offender's needs. The department believes that a goal of managing 80 percent of offenders outside of prison walls is a reasonable balance to maintain public safety.

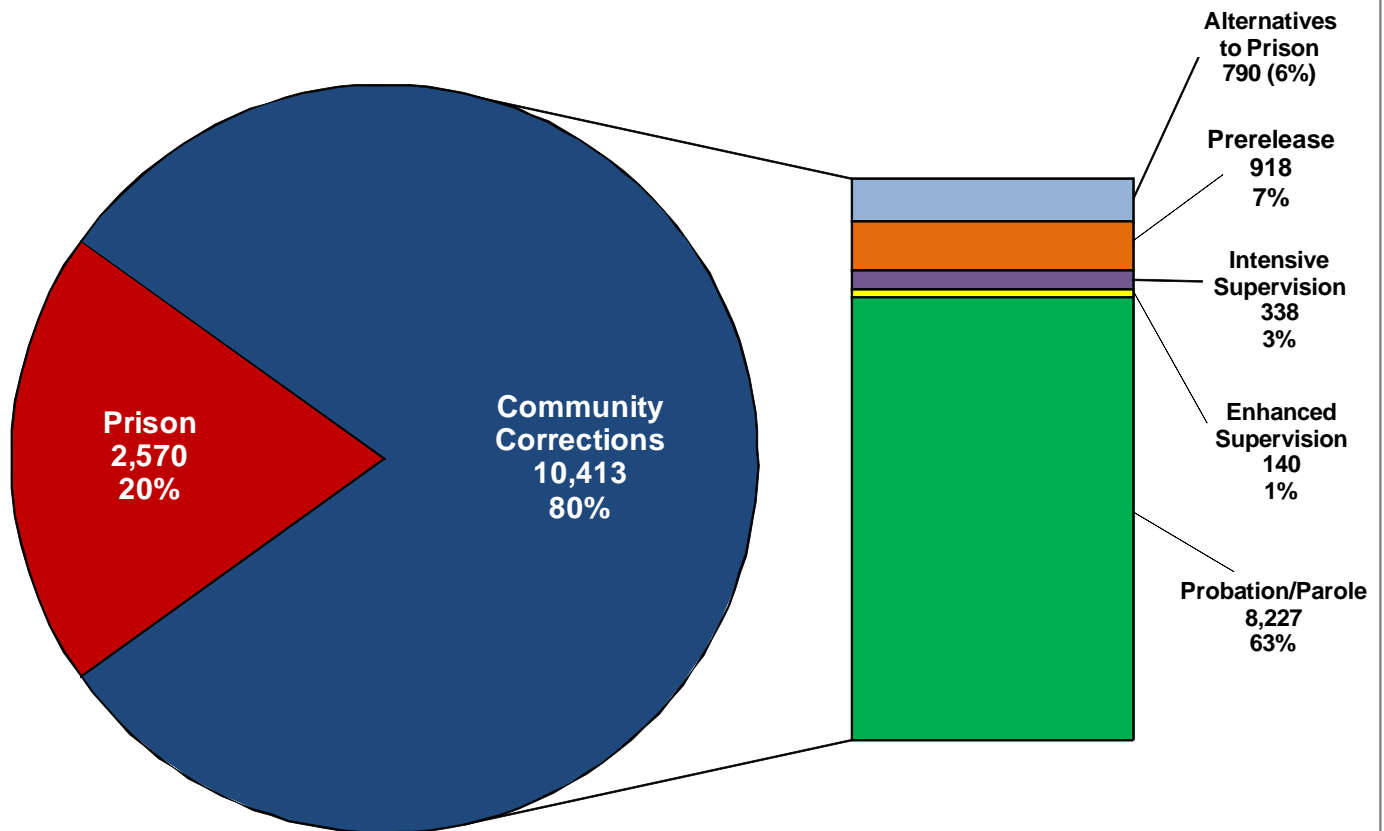
In fiscal year 2006, almost 22 percent of the average daily population was in prison. In fiscal year 2010, that percentage was 19.3 percent.

The number of offenders in prerelease centers grew by 30 percent in those five years, and the probation and parole population increased 11.3 percent.

The total average daily offender population increased by 10.6 percent, or 1,248 offenders, since 2006. That represents an average annual growth of 250 offenders.

Distribution of Offender Daily Population

12,983 offenders under DOC jurisdiction on June 30, 2010



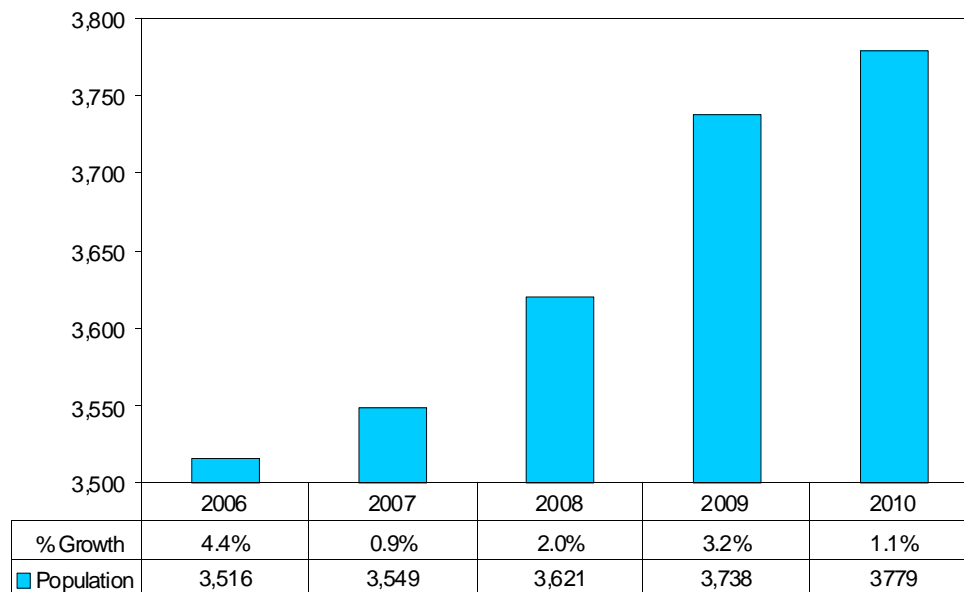
This “snapshot” of the offender population is an easy way of picturing the corrections system in Montana. Rather than an annual daily average, the chart shows the distribution of offenders at a single point in time: the end of fiscal year 2010.

On that final day of June, 79.8 percent of all offenders were managed in programs and facilities outside of prison in community corrections-based programs. This distribution reflects the department’s goal of maintaining 80 percent of offenders outside of prison.

Of the 10,354 supervised offenders not in prison, nearly eight out of every 10 were on probation or parole.

Adult Male Institutional Fiscal Year End Population

FY2006-2010

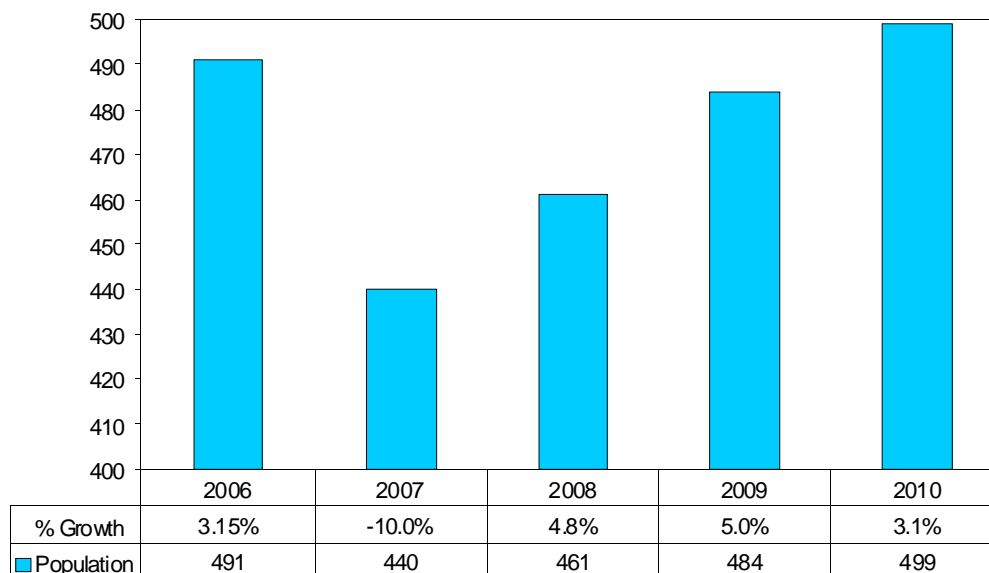


* Counts include offenders at MSP, WATCH, CCP, Prerelease, TSCTC, NEXUS, MASC, CCC, DCCF, GFRP, Out to Court and in county jails.
Count data reported by facilities at fiscal year end - June 30, 2010

Growth in the male institutional population slowed dramatically in the year ending June 30, 2010. The rate of increase was about a third of what it was the previous year, reflecting the fact that the overall offender population remained flat in 2010. The various correctional institutions in Montana saw an increase of only 41 offenders in the most recent fiscal year.

Adult Female Institutional Fiscal Year End Population

FY2006-2010

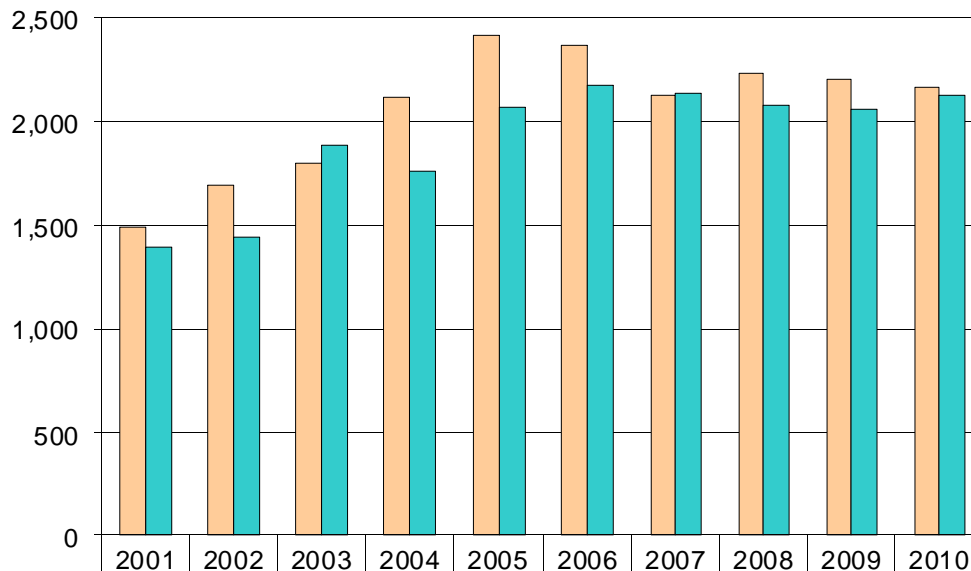


* Counts include offenders at MWP, WATCH, Passages, Elkhorn, Prerelease, Out to Court and in those held in county jails.
Count data reported by facilities at fiscal year end - Updated June 30, 2010

The female institutional population experienced slowed growth rate as well. The fiscal 2010 increase was about 60 percent of the growth seen in the previous year and represented the addition of just 15 offenders to the institutions' total population.

Institutional Admissions and Releases

FY2001-2010



Data extracted from OMIS – 7/22/2010

Admissions and releases of offenders from correctional institutions during fiscal year 2010 were nearly identical, reflecting the lack of growth in the overall offender population from the year before.

The net increase of 44 offenders in those facilities was the smallest in at least 16 years. The exceptions to that pattern came in 2003 when the department released 359 inmates to address severe overcrowding in prisons, and in 2007 when the opening of two methamphetamine treatment

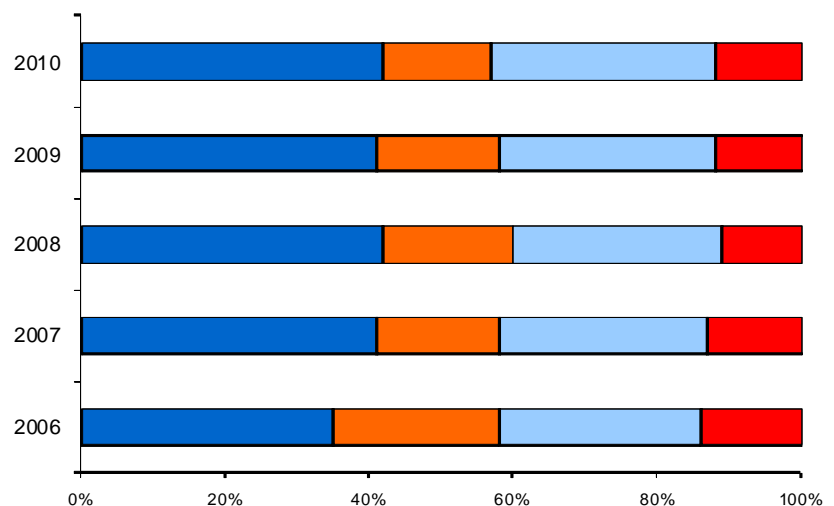
centers drew about 120 inmates from prison. In all other years since 1995, admissions exceeded releases by an average of 201 offenders.

Almost three-fourths (73 percent) of offenders reaching a correctional facility in Montana go to programs that offer alternatives to prison. These programs are prerelease centers, drug or alcohol treatment, and revocation and sanction centers.

This use of alternative programs is a major change from five years ago when such programs were responsible for 63 percent of offender placements. The use of prison has declined accordingly, from 37 percent of offender placements to 27 percent.

Adult Admissions by Type and Placement

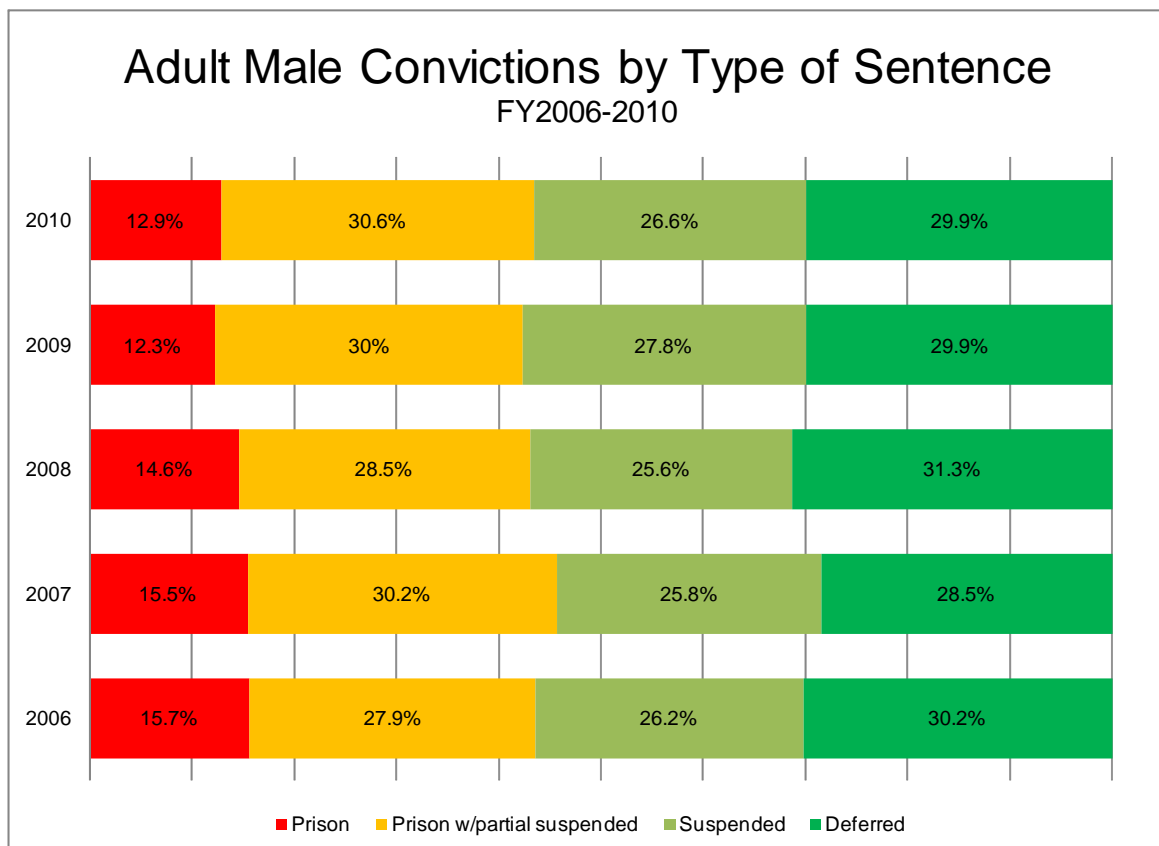
FY 2006 - 2010



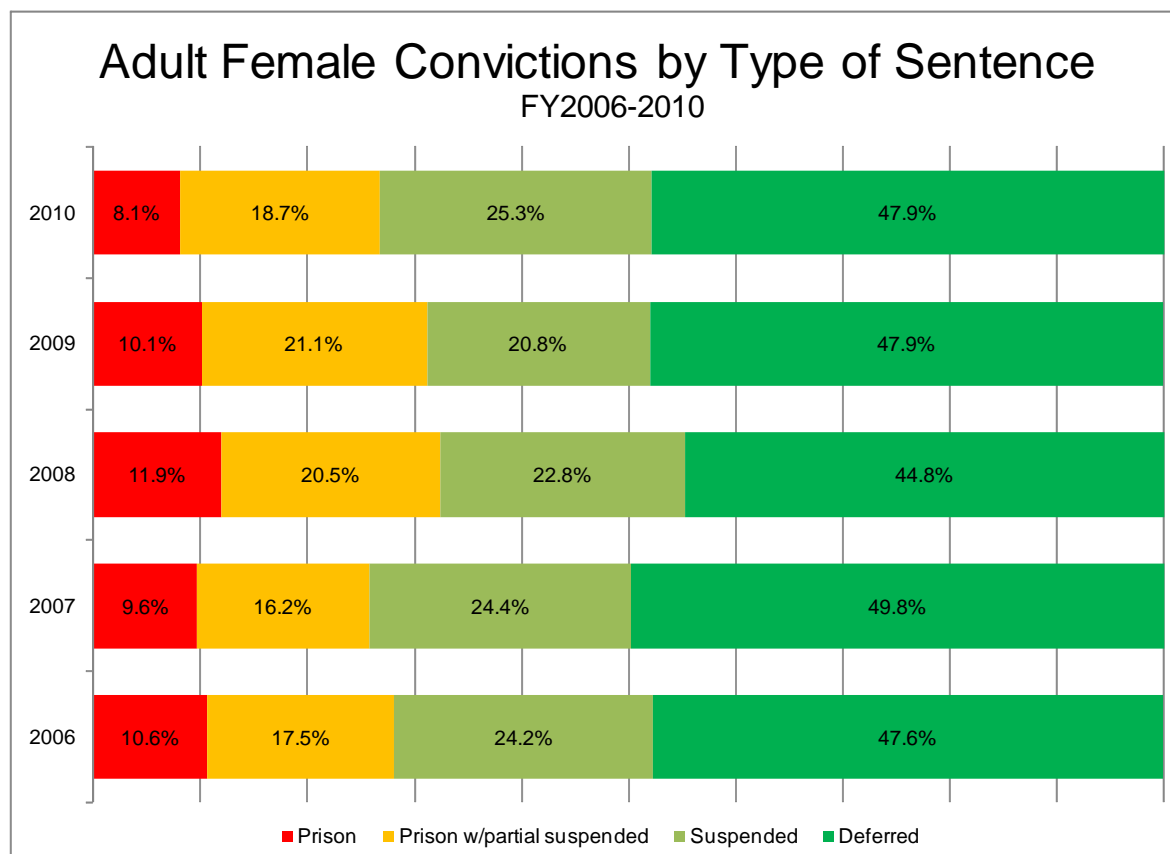
	2006	2007	2008	2009	2010
Revoke to Alternate Placement	35%	41%	42%	41%	42%
Revoke to Prison	23%	17%	18%	17%	15%
New Conviction to Alternate Placement	28%	29%	29%	30%	31%
New Conviction to Prison	14%	13%	11%	12%	12%

Data extracted from OMIS – 7/22/2010

Montana judges increased slightly their use of prison sentences for male offenders in fiscal year 2010, ordering 43.5 percent to spend at least part of their sentence in prison. While that was a little more than the previous year when 42.3 percent of convictions involved a prison term, it is a significant decline from 2007 when 45.7 percent of sentences included prison.



For female offenders, courts continue to use deferred sentences most often. Those sentences, which offer offenders a chance to have the crime removed from their records, were handed down about 48 percent of the time in fiscal year 2010, nearly twice as frequently as suspended sentences.



Seventy-three percent of female offenders' convictions did not involve a prison sentence, compared with just 56.5 percent of male convictions.

Prison terms accounted for a little more than one out of every four convictions last year, but that is a significant decrease from the previous two years when nearly one out of every three convictions included prison.

Type of Sentence Received by Offense, FY2005-2010

Offense	Deferred Sentence			Suspended Sentence		Prison Sentence with Partial Suspension Imposed		Prison Sentence with No Suspension Imposed	
	Total	N	%	N	%	N	%	N	%
AGGRAVATED ASSAULT	189	41	22%	33	17%	89	47%	26	14%
AGGRAVATED KIDNAPPING	20	1	5%	3	15%	8	40%	8	40%
ARSON	55	17	31%	11	20%	17	31%	10	18%
ASSAULT	177	62	35%	75	42%	15	8%	25	14%
ASSAULT ON PEACE OFFICER	200	58	29%	31	16%	69	35%	42	21%
ASSAULT WITH A WEAPON	547	183	33%	147	27%	147	27%	70	13%
BAIL JUMPING	148	21	14%	61	41%	24	16%	42	28%
BURGLARY	1,242	545	44%	284	23%	256	21%	157	13%
COMMITTED W/DANGEROUS WEAPON	18	0	0%	3	17%	2	11%	13	72%
CONSPIRACY	6	4	67%	1	17%	1	17%	0	0%
CRIMINAL ENDANGERMENT	1,211	555	46%	358	30%	186	15%	112	9%
CRIMINAL MISCHIEF	374	224	60%	86	23%	41	11%	23	6%
DECEPTIVE PRACTICES	159	67	42%	49	31%	31	19%	12	8%
DELIBERATE HOMICIDE	39	0	0%	0	0%	20	51%	19	49%
DEViate SEXUAL CONDUCT	3	0	0%	1	33%	2	67%	0	0%
DISTRIBUTION OF DRUGS	1,351	502	37%	344	25%	369	27%	136	10%
ESCAPE	186	0	0%	21	11%	23	12%	142	76%
FELONY DUI	1,788	0	0%	27	2%	1615	90%	146	8%
FORGERY	574	196	34%	198	34%	131	23%	49	9%
INCEST	77	2	3%	11	14%	51	66%	13	17%
INTIMIDATION	67	21	31%	25	37%	14	21%	7	10%
ISSUING BAD CHECKS	738	382	52%	247	33%	67	9%	42	6%
KIDNAPPING	14	1	7%	4	29%	3	21%	6	43%
MITIGATED DELIBERATE HOMICIDE	33	16	48%	0	0%	13	39%	4	12%
NEGLIGENT HOMICIDE	49	0	0%	7	14%	37	76%	5	10%
PARTNER/FAMILY MEMBER ASSAULT	407	84	21%	193	47%	68	17%	62	15%
PERSISTENT FELONY OFFENDER	42	0	0%	12	29%	11	26%	19	45%
POSSESSION OF DEADLY WEAPON BY PRISONER	11	0	0%	2	18%	1	9%	8	73%
POSSESSION OF DRUGS	2,367	1117	47%	633	27%	205	9%	412	17%
ROBBERY	256	40	16%	35	14%	129	50%	52	20%
SEXUAL ABUSE OF CHILDREN	26	3	12%	10	38%	10	38%	3	12%
SEXUAL ASSAULT	242	22	9%	62	26%	126	52%	32	13%
SEXUAL INTERCOURSE WITHOUT CONSENT	238	22	9%	29	12%	155	65%	32	13%
STALKING	43	19	44%	11	26%	9	21%	4	9%
THEFT	1,917	912	48%	510	27%	275	14%	220	11%
OVERALL	14,814	5,117	34.5%	3,524	23.8%	4,220	28.5%	1,953	13.2%

** Totals do not include 31 offenders that received life sentences.

Source: DOC Offender Management Information System - 7/1/2010

Average Sentence Length for Selected Offenses by Type of Sentence

FY2005-2010

Type of Sentence

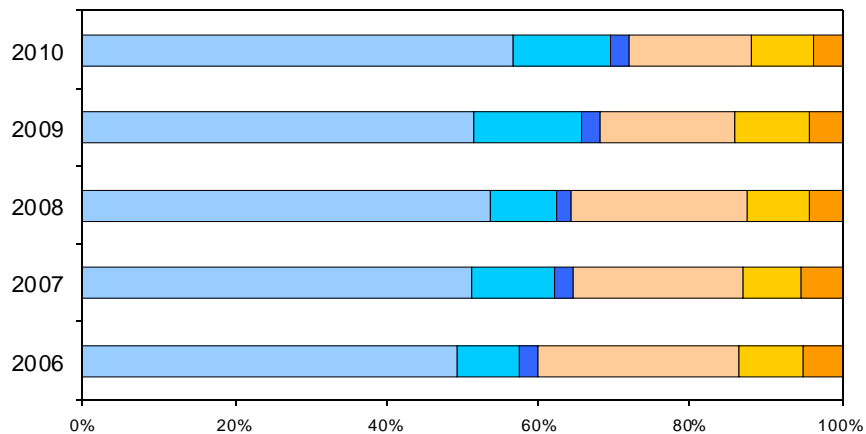
Offense	Average Deferred Sentence (Months)	Average Suspended Sentence (Months)	Average Prison Sentence (Months) with Partial Suspension Imposed			Average Prison Sentence with No Suspension Imposed (Months)
			Total Term	Net Prison Term *	Suspended Term	
AGGRAVATED ASSAULT	52.0	87.5	189.8	82.4	107.5	154.0
AGGRAVATED KIDNAPPING	36.0	103.9	569.6	325.3	244.3	284.8
ARSON	52.9	138.5	147.4	59.3	88.2	129.5
ASSAULT	38.0	45.3	57.8	23.7	34.0	47.4
ASSAULT ON PEACE OFFICER	33.6	56.6	98.3	47.1	51.2	74.5
ASSAULT WITH A WEAPON	41.7	81.6	142.6	56.4	86.2	100.8
BAIL JUMPING	37.1	55.8	92.4	45.2	47.2	51.7
BURGLARY	40.1	69.1	130.3	54.6	75.8	94.3
COMMITTED W/DANGEROUS WEAPON	0.0	68.0	119.9	33.0	86.9	93.2
CONSPIRACY	54.0	60.0	479.7	239.8	239.8	0.0
CRIMINAL ENDANGERMENT	37.1	67.9	102.0	48.6	53.4	69.1
CRIMINAL MISCHIEF	41.1	63.7	98.7	47.7	51.0	57.7
DECEPTIVE PRACTICES	36.2	68.8	132.3	71.6	60.7	61.0
DELIBERATE HOMICIDE	0.0	0.0	664.3	429.3	235.0	858.4
DEViate SEXUAL CONDUCT	0.0	60.0	119.9	60.0	60.0	0.0
DISTRIBUTION OF DRUGS	36.7	77.5	126.9	54.5	72.4	60.9
ESCAPE	0.0	46.3	68.8	35.7	33.1	32.0
FELONY DUI	0.0	48.4	62.2	14.5	47.7	63.0
FORGERY	42.0	78.2	130.1	55.3	74.8	63.0
INCEST	54.0	106.7	352.7	153.1	199.6	521.2
INTIMIDATION	37.7	79.1	98.5	42.8	55.7	80.5
ISSUING BAD CHECKS	36.3	57.7	110.3	56.9	53.4	53.4
KIDNAPPING	72.0	80.9	115.9	36.0	79.9	147.9
MITIGATED DELIBERATE HOMICIDE	59.2	0.0	396.7	179.4	217.2	479.7
NEGLIGENT HOMICIDE	0.0	155.9	205.8	100.5	105.3	213.5
PARTNER/FAMILY MEMBER ASSAULT	31.2	48.7	72.0	31.7	40.4	54.3
PERSISTENT FELONY OFFENDER	0.0	122.4	283.4	137.9	145.5	133.2
POSSESSION OF DEADLY WEAPON BY PRISONER	0.0	60.0	119.9	60.0	60.0	100.4
POSSESSION OF DRUGS	32.2	48.5	71.3	35.4	35.9	54.2
ROBBERY	44.4	82.3	167.7	71.2	96.5	140.4
SEXUAL ABUSE OF CHILDREN	60.0	115.6	380.1	152.3	227.8	215.5
SEXUAL ASSAULT	53.4	126.3	280.9	105.1	175.8	364.4
SEXUAL INTERCOURSE WITHOUT CONSENT	54.5	109.4	301.6	121.7	179.8	403.5
STALKING	36.9	48.0	66.6	27.3	39.3	48.0
THEFT	42.0	69.4	103.9	47.1	56.8	63.5

*Net Prison Term=Total Prison Term-Suspended Term

** Averages do not include 31 offenders that received life sentences.

Source: DOC Offender Management Information System - 7/1/2010

Male Admissions by Type and Initial Placement FY2006-2010



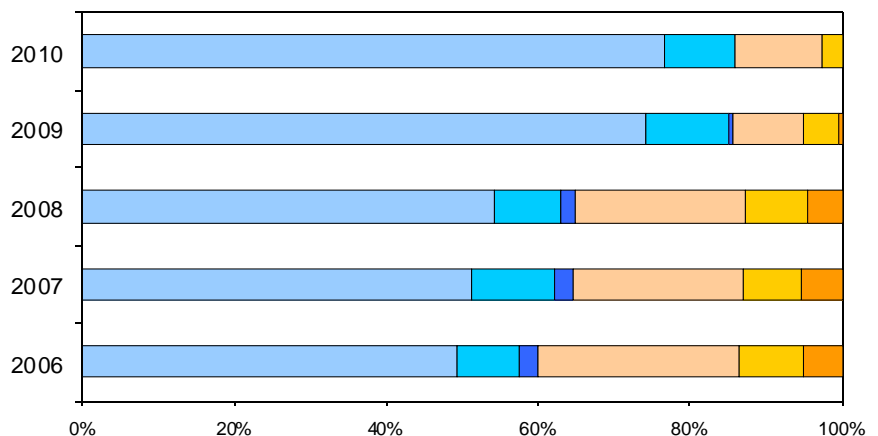
Montana continues to reduce its use of prison for offenders convicted of nonviolent or nonsexual crimes. The rate at which such offenders get sent to prison decreased nearly 40 percent in the past five years.

In fiscal year 2006, about 26.5 percent of initial placements of male offenders involved those committing a nonviolent or nonsexual crime going to prison. By fiscal 2010, that figure dropped to 16.1 percent.

At the same time, the department increased its use of alternatives to prison – treatment centers or sanction and assessment centers – for nonviolent or nonsexual offenders. In 2006, such placements accounted for 49 percent of total placements. In 2010, the number neared 57 percent.

The trend of using alternatives to prison for nonviolent or nonsexual offenders is more dramatic for female felons. The rate increased from 49 percent of placements in 2006 to more than 76 percent in 2010. Conversely, the use of prison for women convicted of a nonviolent or nonsexual crime declined from 8.3 percent of all placements in 2006 to 2.4 percent in 2010.

Female Admissions by Type and Initial Placement FY2006-2010



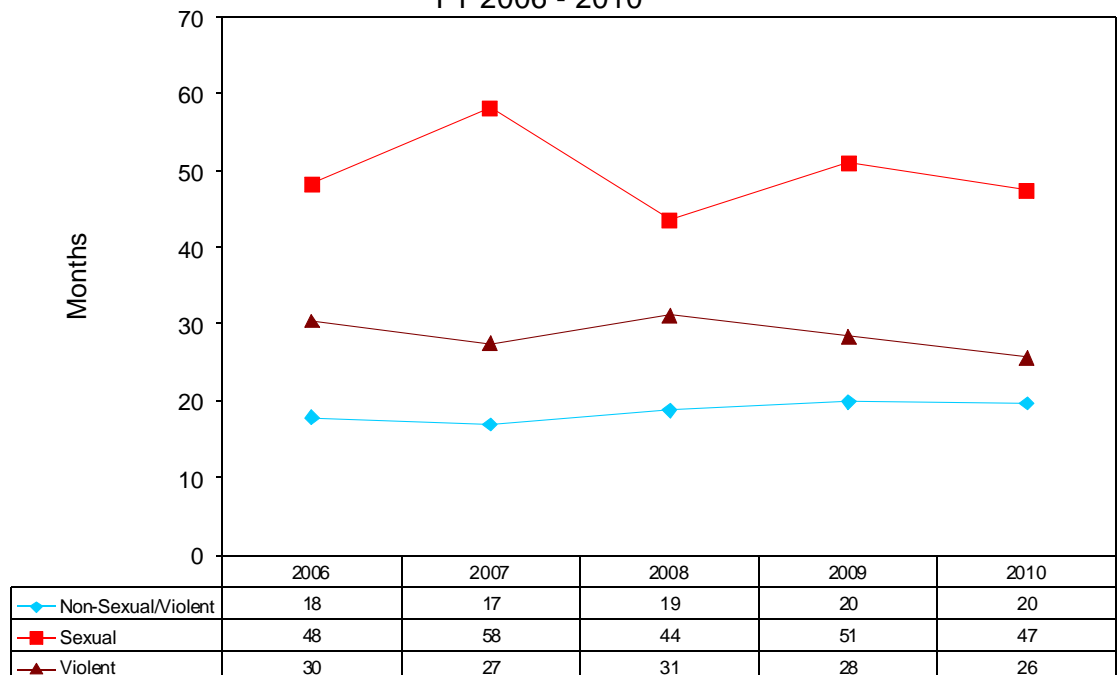
	2006	2007	2008	2009	2010
Sex Offender To Prison	5.2%	5.4%	4.3%	0.3%	0.0%
Violent Offender To Prison	8.3%	7.6%	8.2%	4.7%	2.4%
Non-Sex/Violent Offender To Prison	26.5%	22.4%	22.3%	9.4%	11.8%
Sex Offender Alternate Placement	2.4%	2.5%	1.8%	0.6%	0.0%
Violent Offender To Alternate Placement	8.2%	10.8%	8.7%	10.8%	9.2%
Non-Sex/Violent Offender Alternate Placement	49.4%	51.3%	53.7%	74.3%	76.6%

Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site
OMIS data extracted 7/23/2010

Male offenders released from Montana correctional facilities in fiscal year 2010 stayed an average of 21.2 months, up slightly from an average of stay of 20.6 months five years ago. Average lengths of stay vary greatly depending on the type of crime. Sex offenders stay more than twice as long as nonviolent, nonsexual offenders.

Male Average Length of Institutional Stay by Sexual, Violent & Non-Sexual/Violent Status

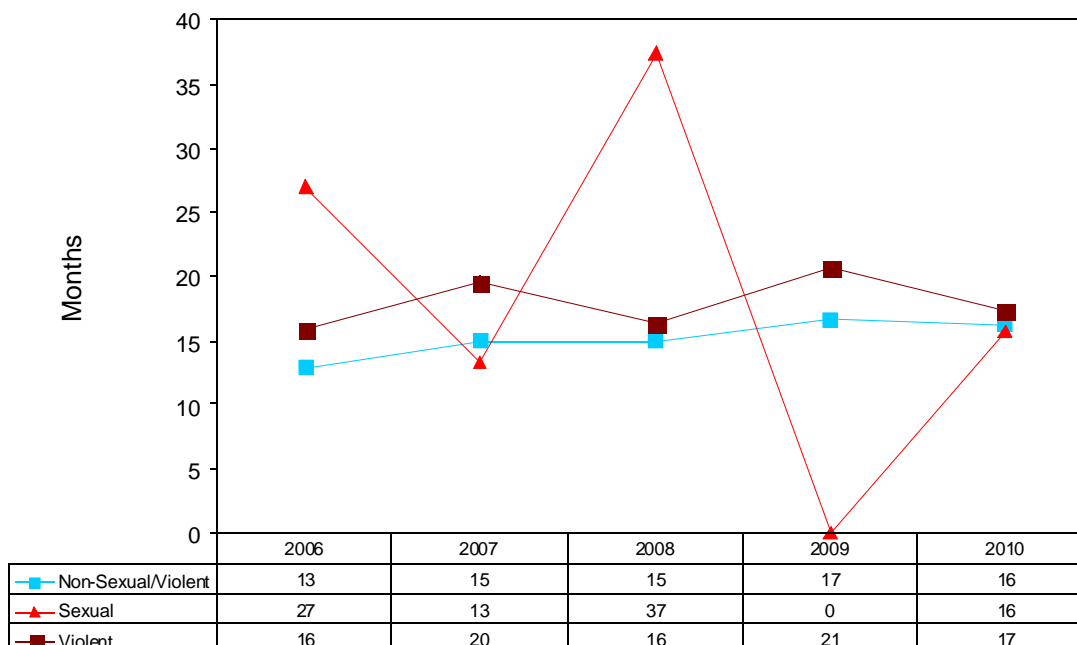
FY 2006 - 2010



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site
OMIS data extracted 7/26/2010

Female Average Length of Institutional Stay by Sexual, Violent & Non-Sexual/Violent Status

FY 2006 - 2010

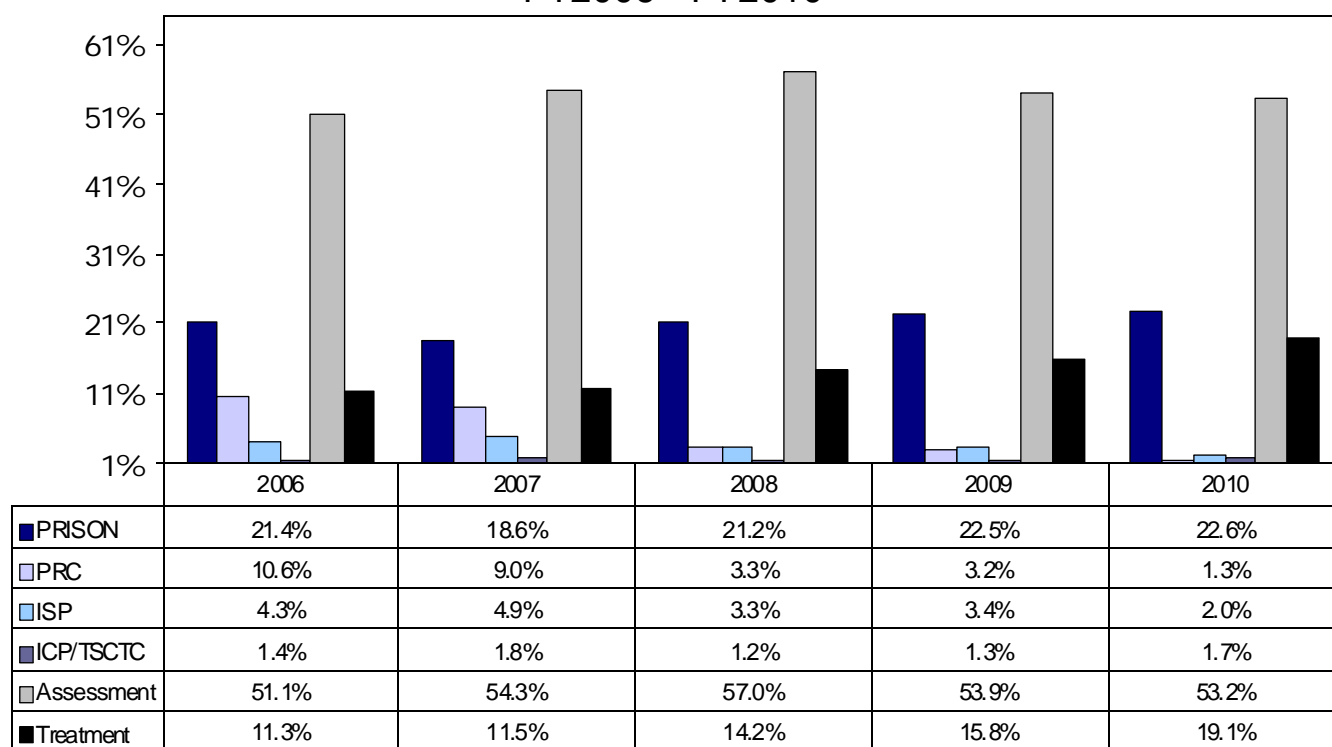


Among women released in 2010, the average length of stay was 15½ months, about six months longer than five years earlier. The stays varied little by type of offense, with violent and nonviolent offenders each serving 16-17 months.

Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site
OMIS data extracted 7/26/2010

DOC Commits by Initial Placement

FY2006 - FY2010



Treatment includes WATCH, Connections Corrections, Passages ADT, Elkhorn Treatment Center and NEXUS Treatment Center

Data extracted from P&P Monthly Reports FY 2006 to FY 2010 on 7/20/2010

Montana is the only state that allows judges to sentence convicted criminals to the custody of the Department of Corrections, which then is responsible for determining the best placement for offenders based on their individual circumstances, risks and needs.

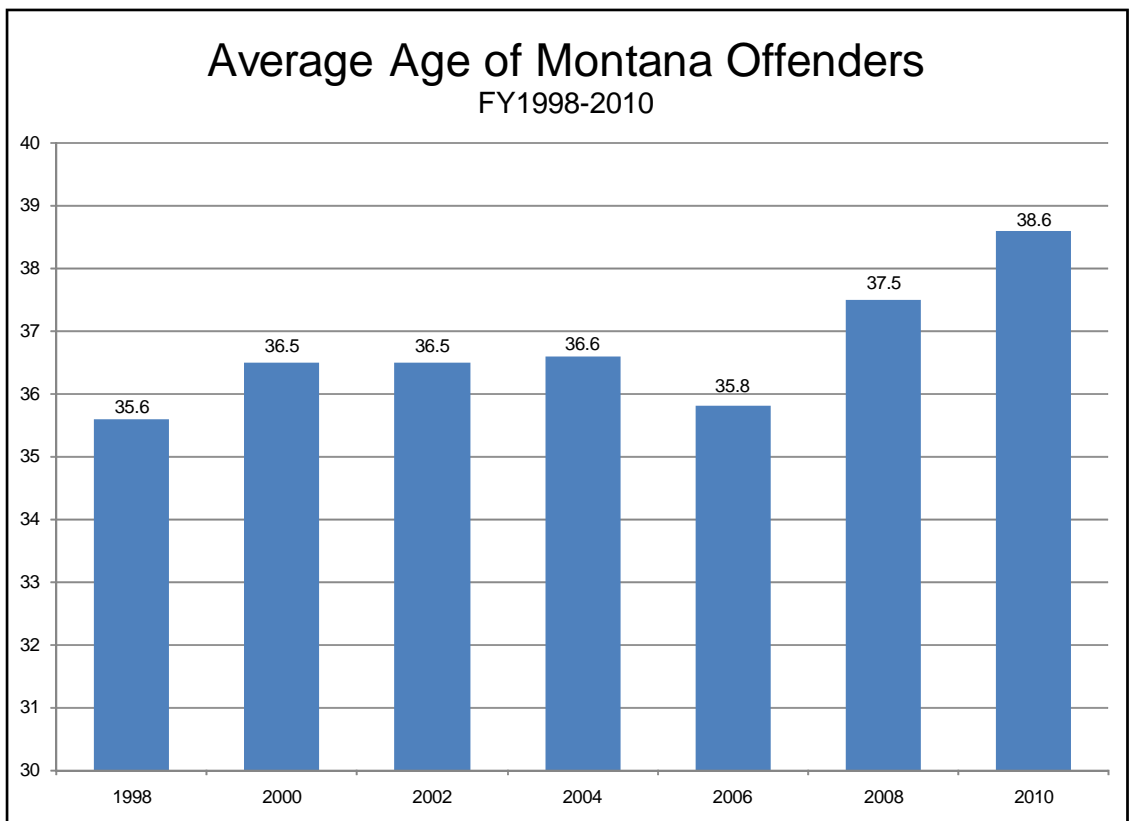
This authority allows the department to assess the needs of these “DOC commits” and place them in the most appropriate facility or program that provides the best chance at rehabilitation and successful return to the community, while still ensuring safety for the public and accountability for offenders.

Over the past five years, an average of 78.7 percent of DOC commits were placed in various programs that serve as alternatives to prison. The remainder went to prison.

The most common placement was assessment programs, which received an average of 53.9 percent of DOC commits since 2006. The next most frequent alternative placement was treatment centers with an average of 14.4 percent.

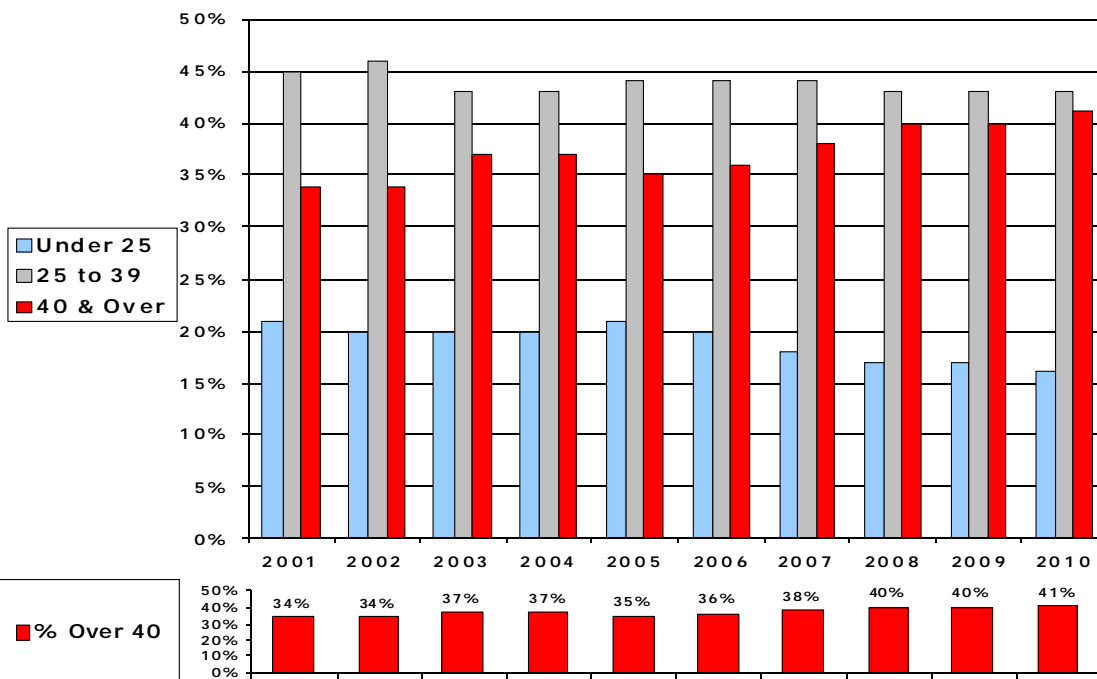
Montana's correctional population continues to age faster than Montana as a whole. While the state's average age increased 1.8 years from 2000 to 2009, the correctional population's average age went up slightly more than two years to 38.6, from 2000 to 2010.

The aging population is significant because health problems arise in offenders sooner due to lifestyles often filled with alcohol and drug abuse. This is the greatest concern among the institutional population because the state is generally responsible for providing their medical care.



Institutional Populations by Age Groups

FY2001-2010

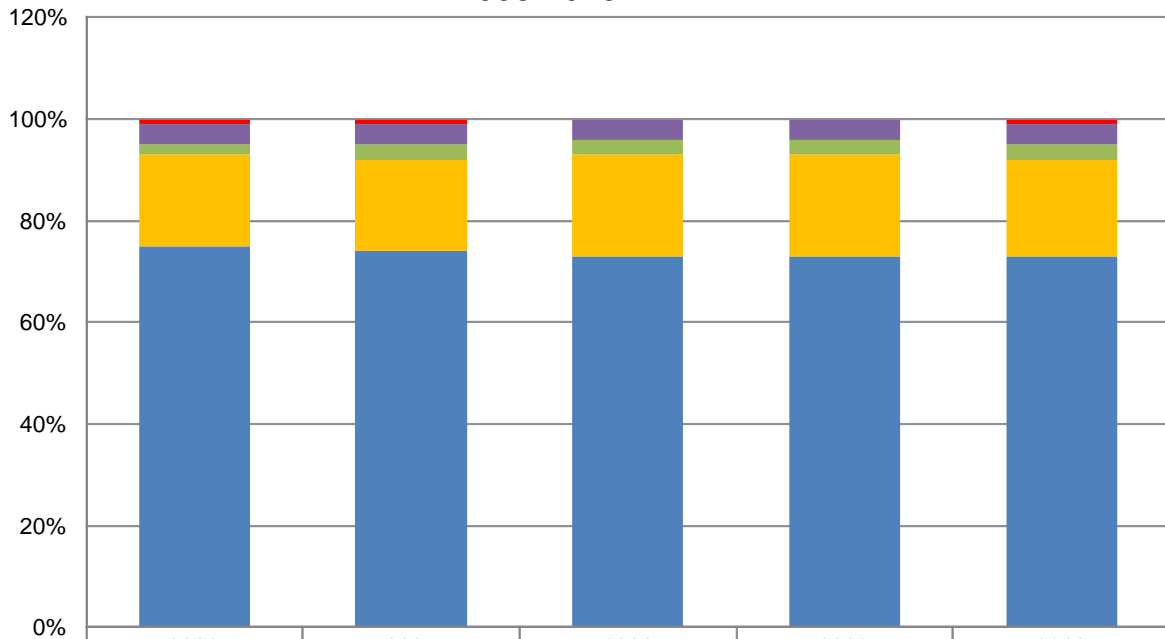


Extracted from OMIS 7/23/2010

In fiscal year 2010, 41 percent of offenders in correctional institutions were 40 years or older. Ten years earlier, that age group accounted for 34 percent of the population. In 1997, they represented just 29 percent of the institutional population. The number of younger offenders (under 25) continues to decline, from 21 percent in 2001 to about 16 percent in 2010.

Male Prison Population by Ethnicity

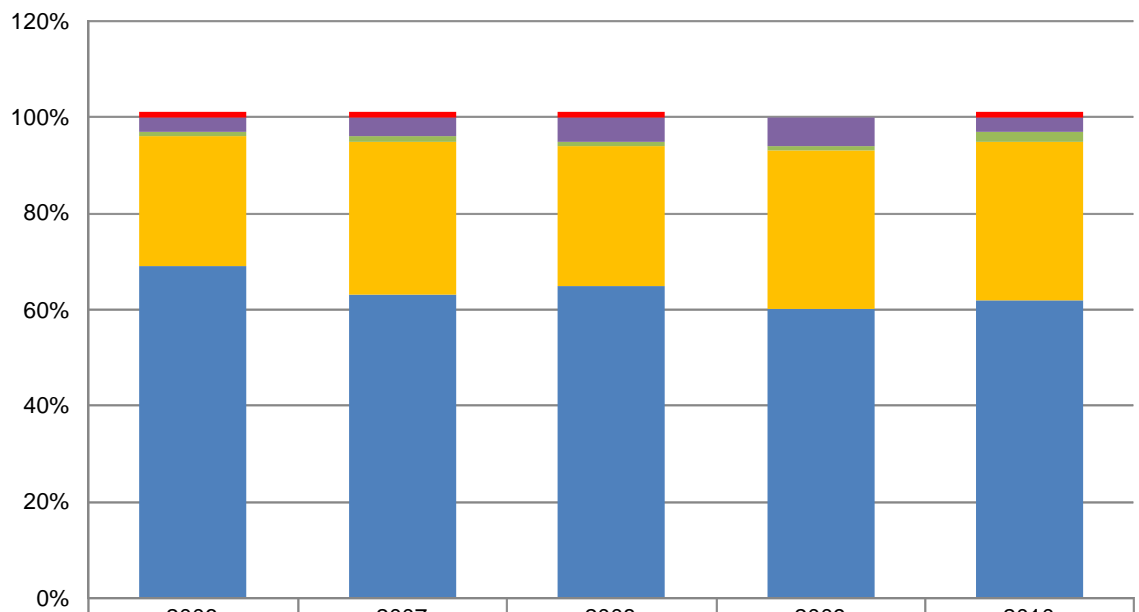
FY2006-2010



	2006	2007	2008	2009	2010
Other	1%	1%	0%	0%	1%
Hispanic	4%	4%	4%	4%	4%
African American	2%	3%	3%	3%	3%
American Indian	18%	18%	20%	20%	19%
Caucasian	75%	74%	73%	73%	73%

Female Prison Population by Ethnicity

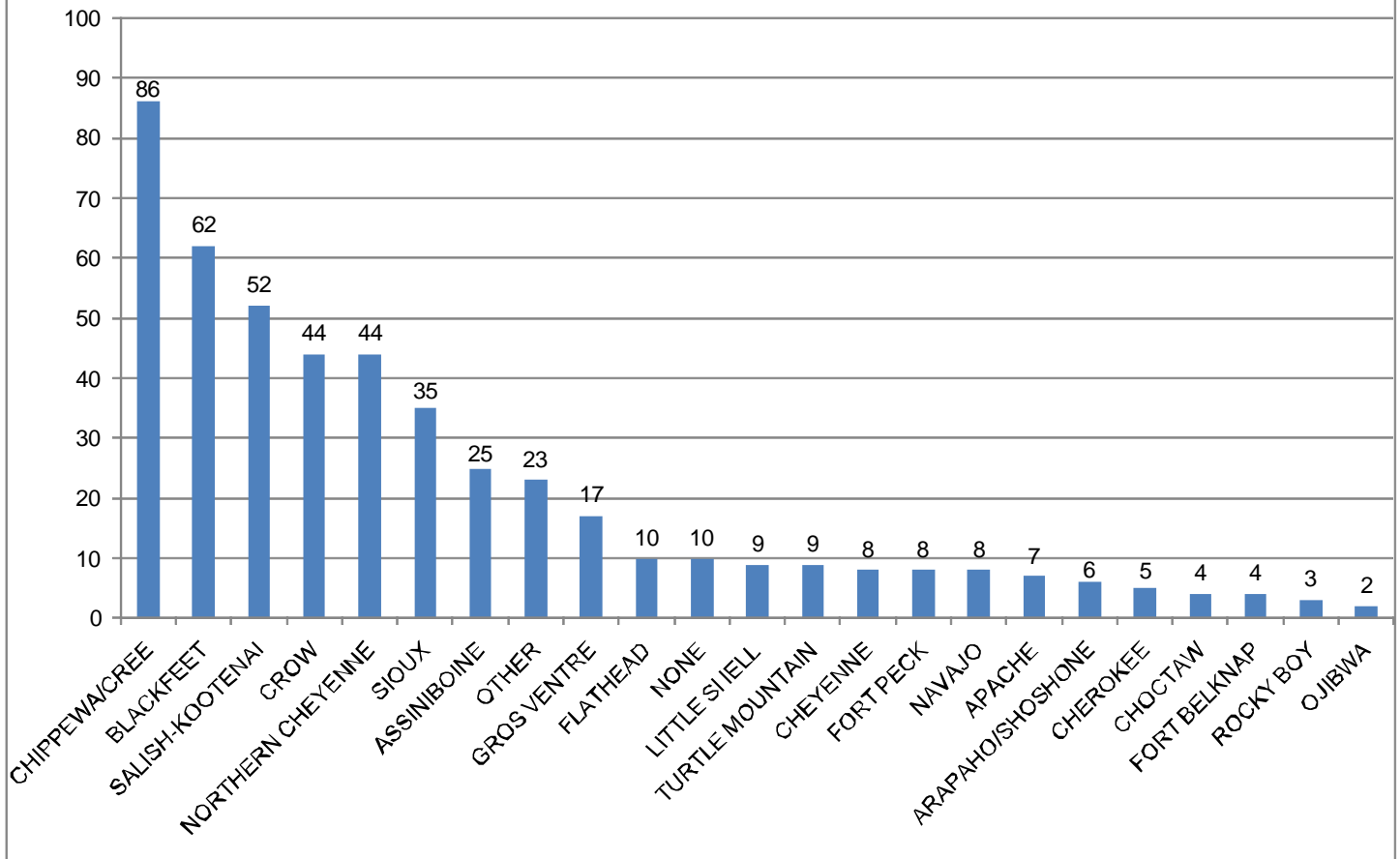
FY2006-2010



	2006	2007	2008	2009	2010
Other	1%	1%	1%	0%	1%
Hispanic	3%	4%	5%	6%	3%
African American	1%	1%	1%	1%	2%
American Indian	27%	32%	29%	33%	33%
Caucasian	69%	63%	65%	60%	62%

Tribal Affiliation of American Indian Inmates

July 28, 2010

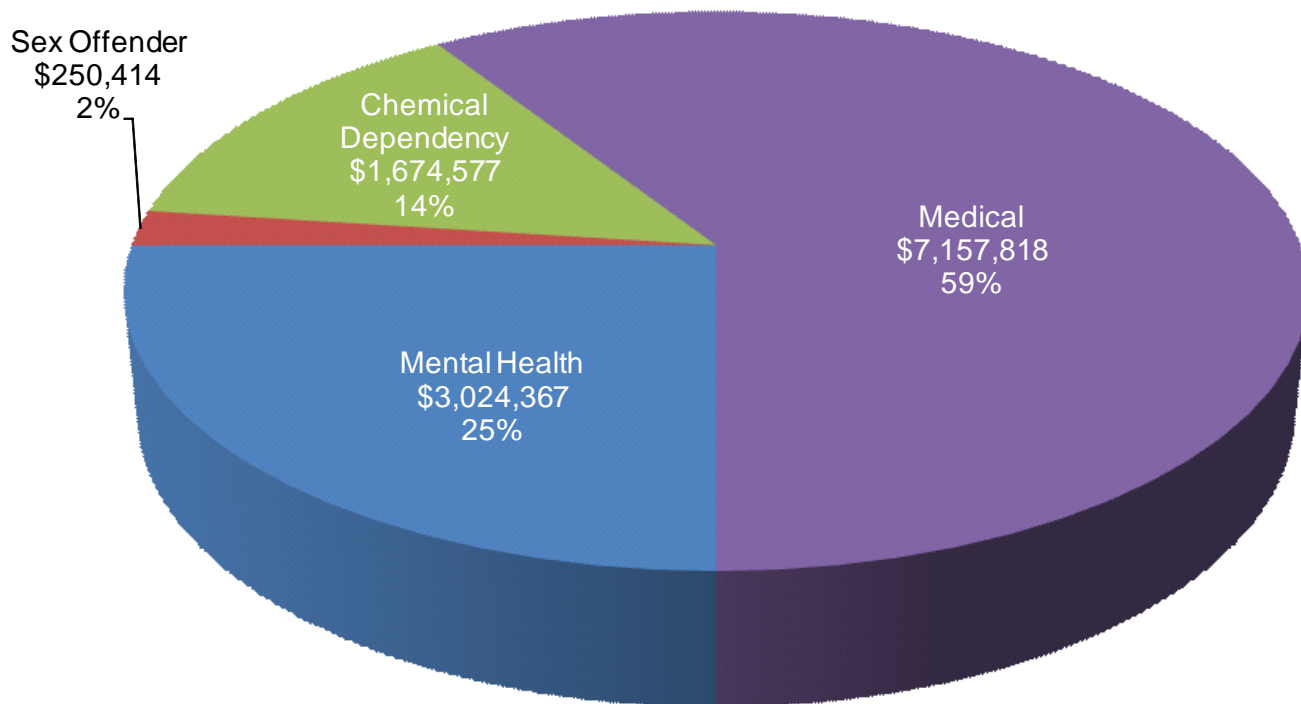


American Indians are Montana's largest ethnic minority and continue to make up a disproportionate share of all male offenders in Montana prisons. Although American Indians represent about 7 percent of Montana's total population, they account for about 19 percent of all men in prison and 33 percent of all women in prison. These statistics are based on self-reporting by offenders.

The trend is upward. In 2006, American Indians made up 18.4 percent of the male prison population and 26.5 percent of the female prison population.

The chart on page A-25 shows Indians also are over-represented in other parts of the corrections system as well. Overall, American Indians account for 15.6 percent of all offenders under correctional supervision, or more than twice their representation in the overall population.

Health/Treatment Expenditures by Type FY2010



NOTE: Medical costs include dentistry; amounts exclude outside medical costs

Addressing the health-related needs of offenders is one of the most expensive responsibilities in a corrections system. Health care costs increase as steeply in the corrections budget as they do for household budgets of Montanans.

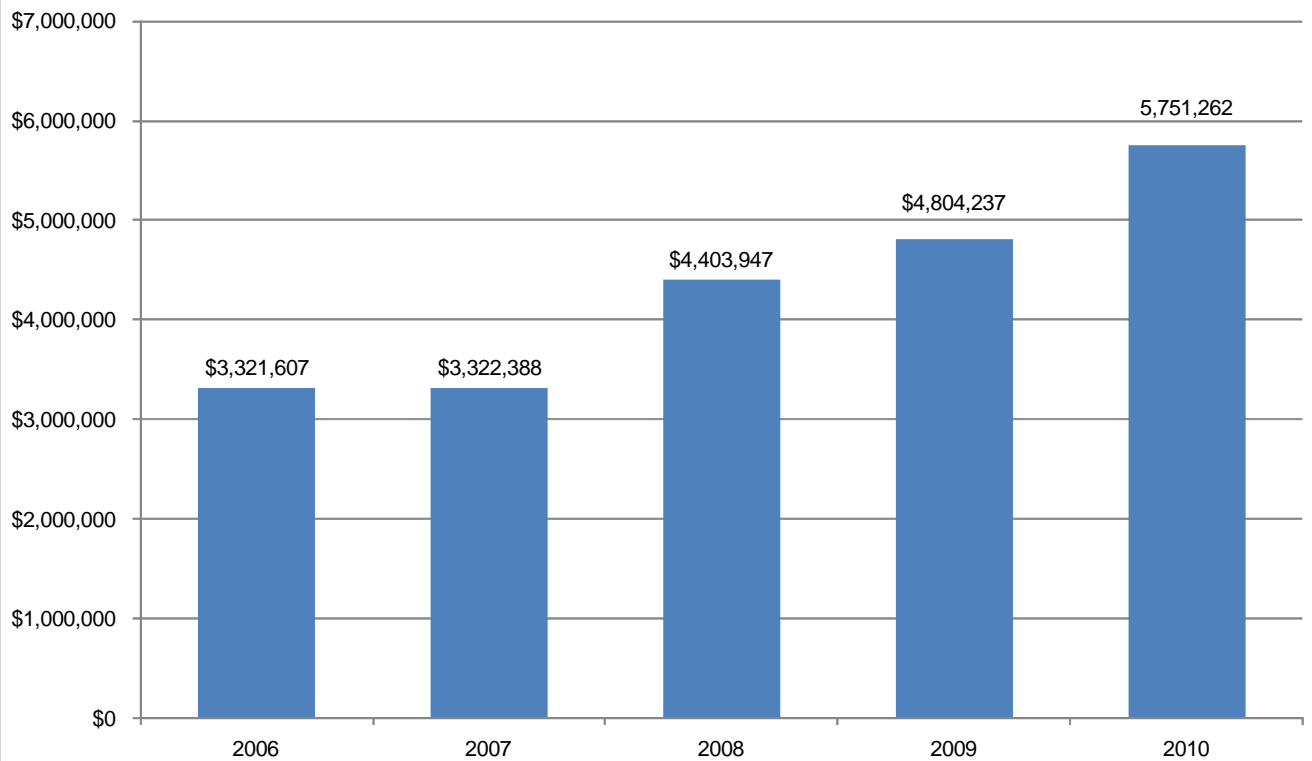
In fiscal year 2010, the department spent \$12.1 million addressing those offender needs internally, with almost \$6 out of every \$10 dollars dedicated to medical care.

But when medical care is required beyond what can be provided by the prisons, treatment programs and youth correctional facilities, the department must obtain that care from providers outside the corrections system. In the past four calendar years, the department has spent an average of \$3.9 million on such “outside medical” care. Through just the first half of calendar year 2010, the department spent almost \$3 million

The department had an average of 12,557 outside medical claims annually between 2006 and 2009, with an average claim costing \$313.86. During the first six months of 2010, the average claim cost \$441.80 or almost 41 percent higher. The number of claims increased almost 25 percent between 2006 and 2009.

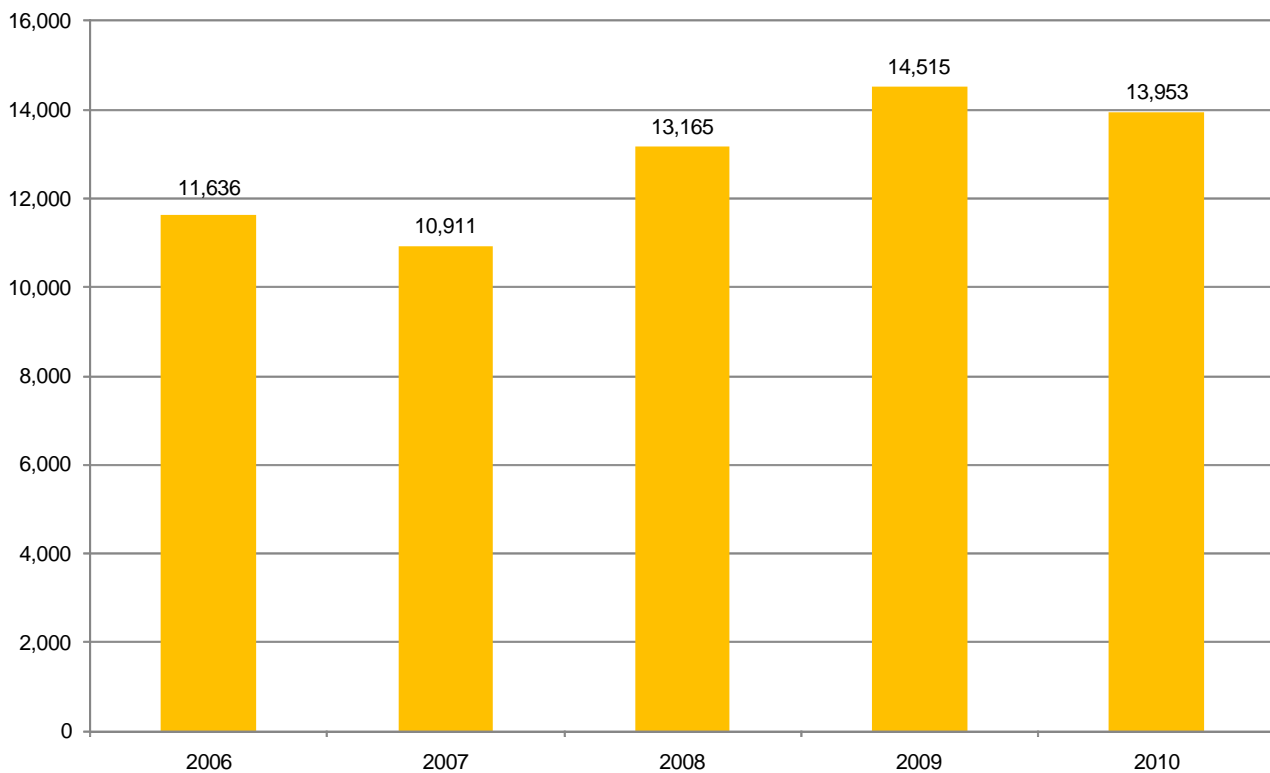
In addition to medical costs, the department spent an average of \$2.3 million annually on prescription drugs in each of the past four fiscal years.

Outside Medical Expenditures CY2006-2010



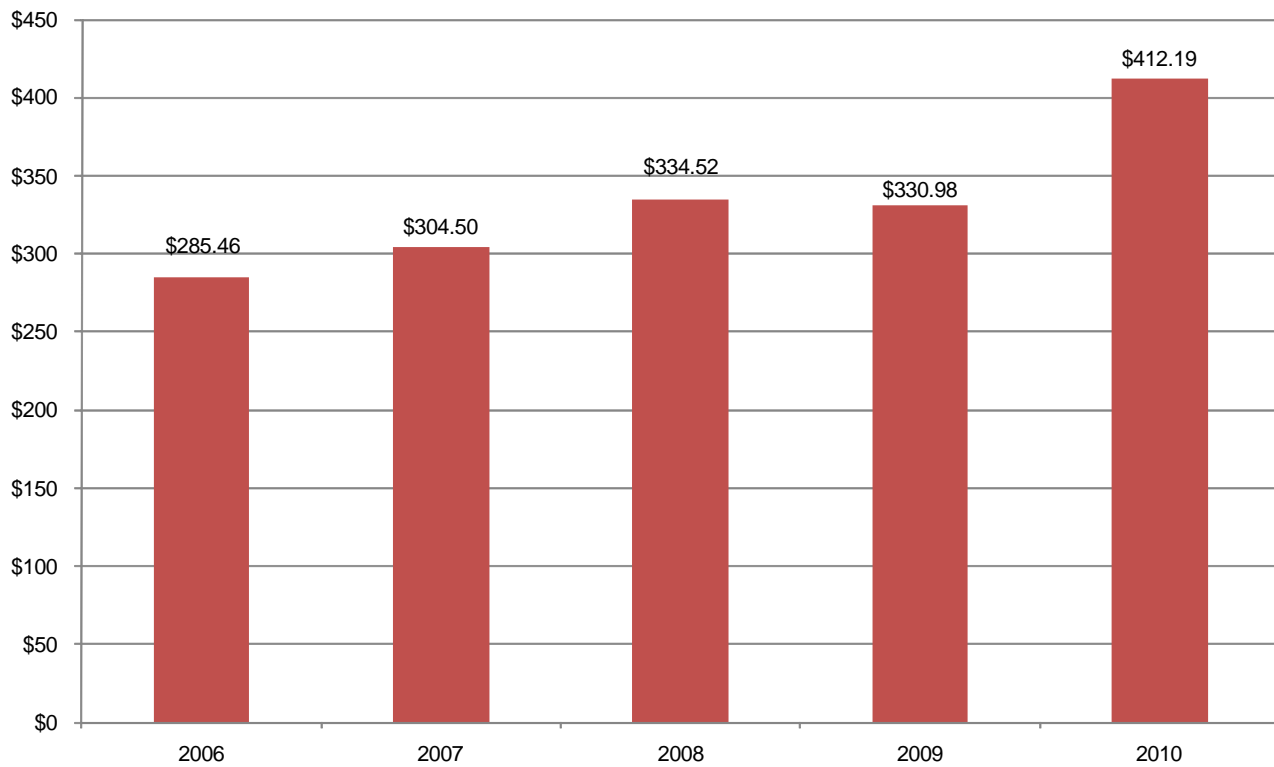
NOTE: Excludes pharmacy costs that are reported on a fiscal-year-basis.

Number of Claims Requiring Outside Medical Care CY2006-2010



Average Cost Per Claim

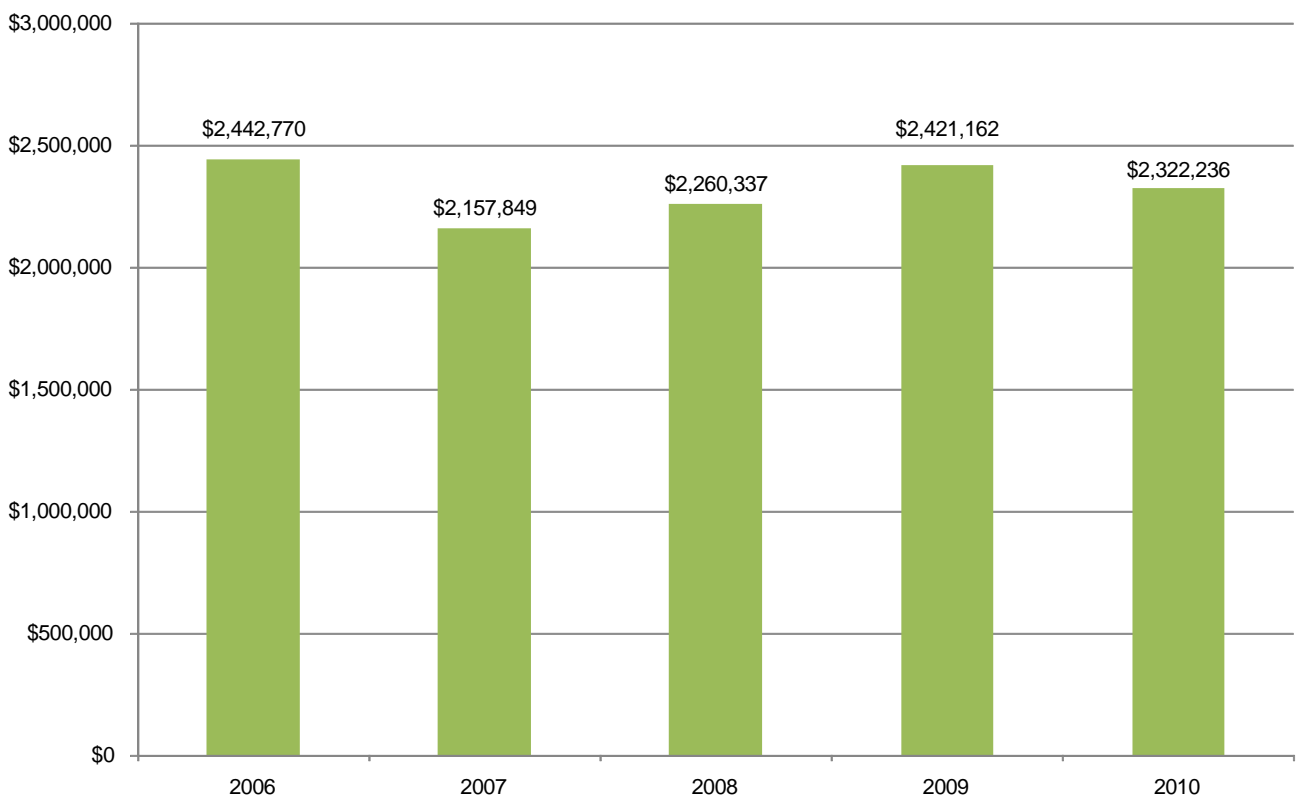
CY2006-2010



NOTE: Excludes pharmacy costs that are reported on a fiscal-year basis.

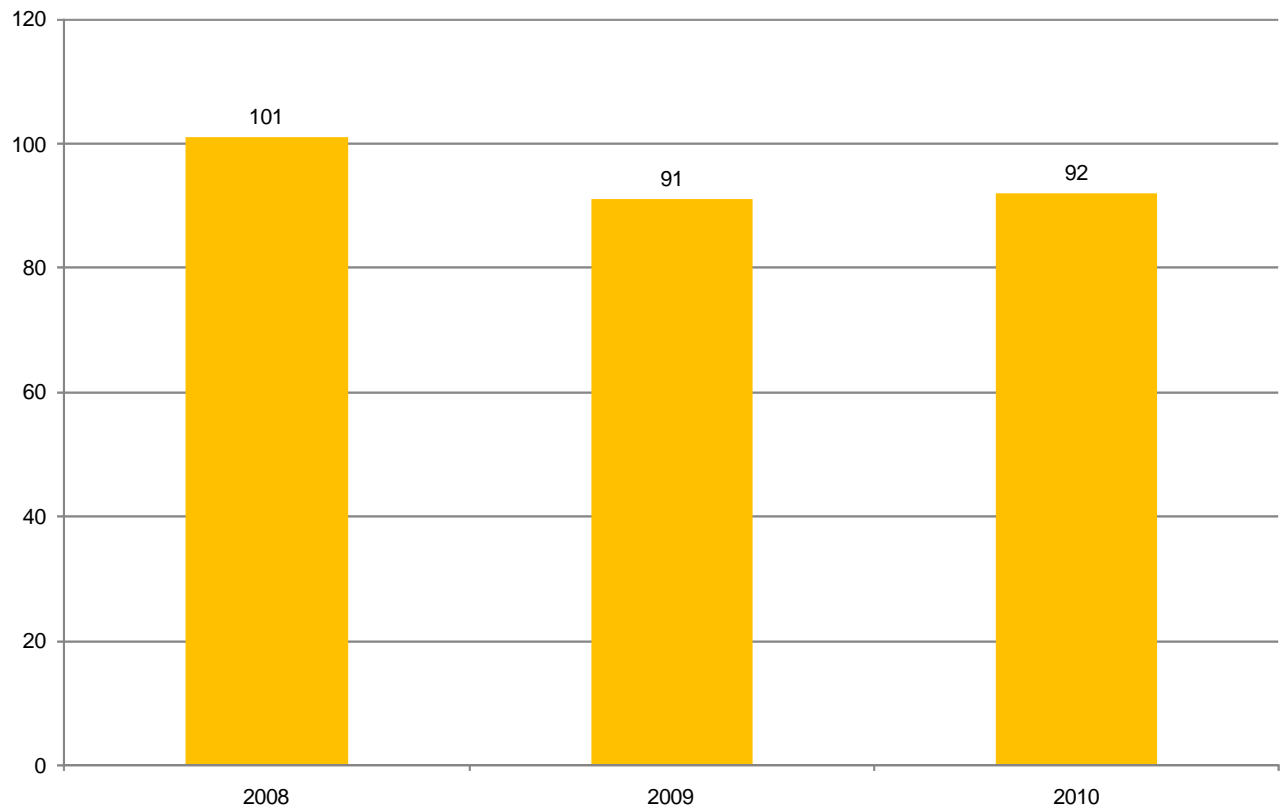
Pharmacy Expenditures

FY2006-2010



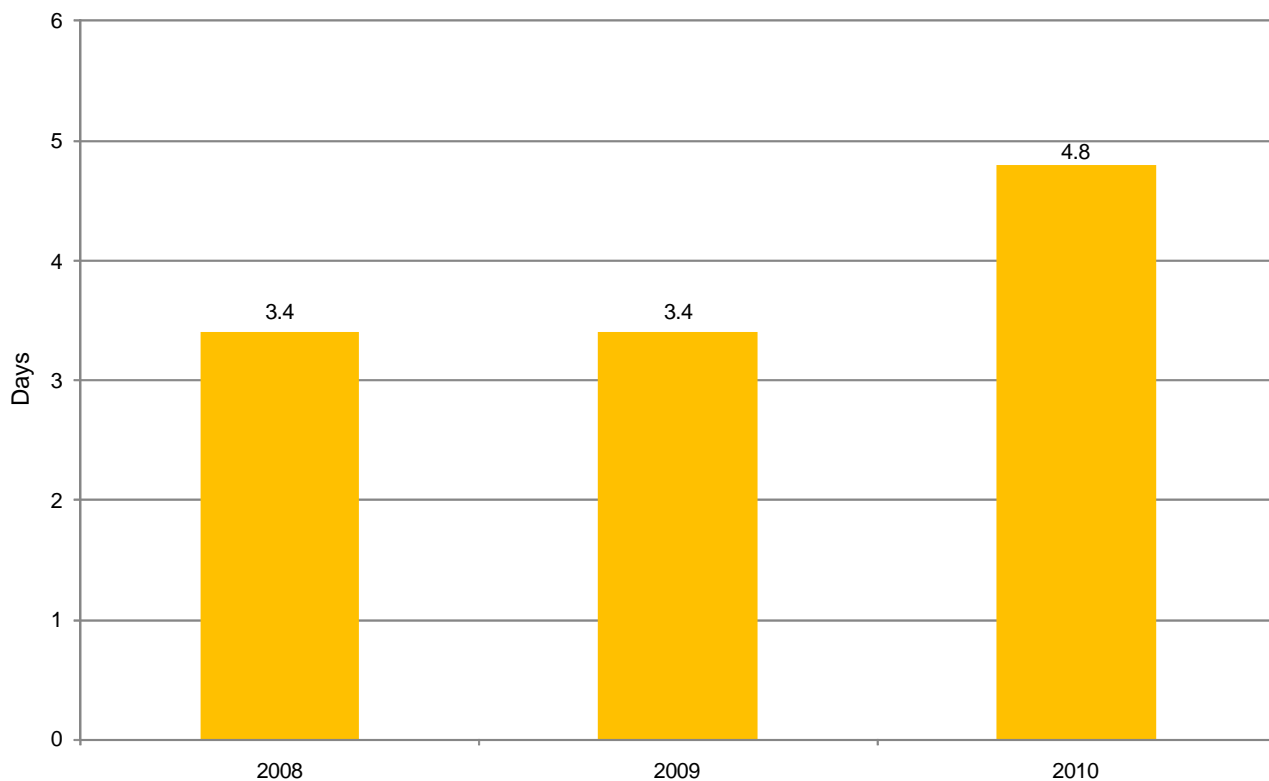
Annual Number of Offenders Requiring Hospitalization

FY2008-2010

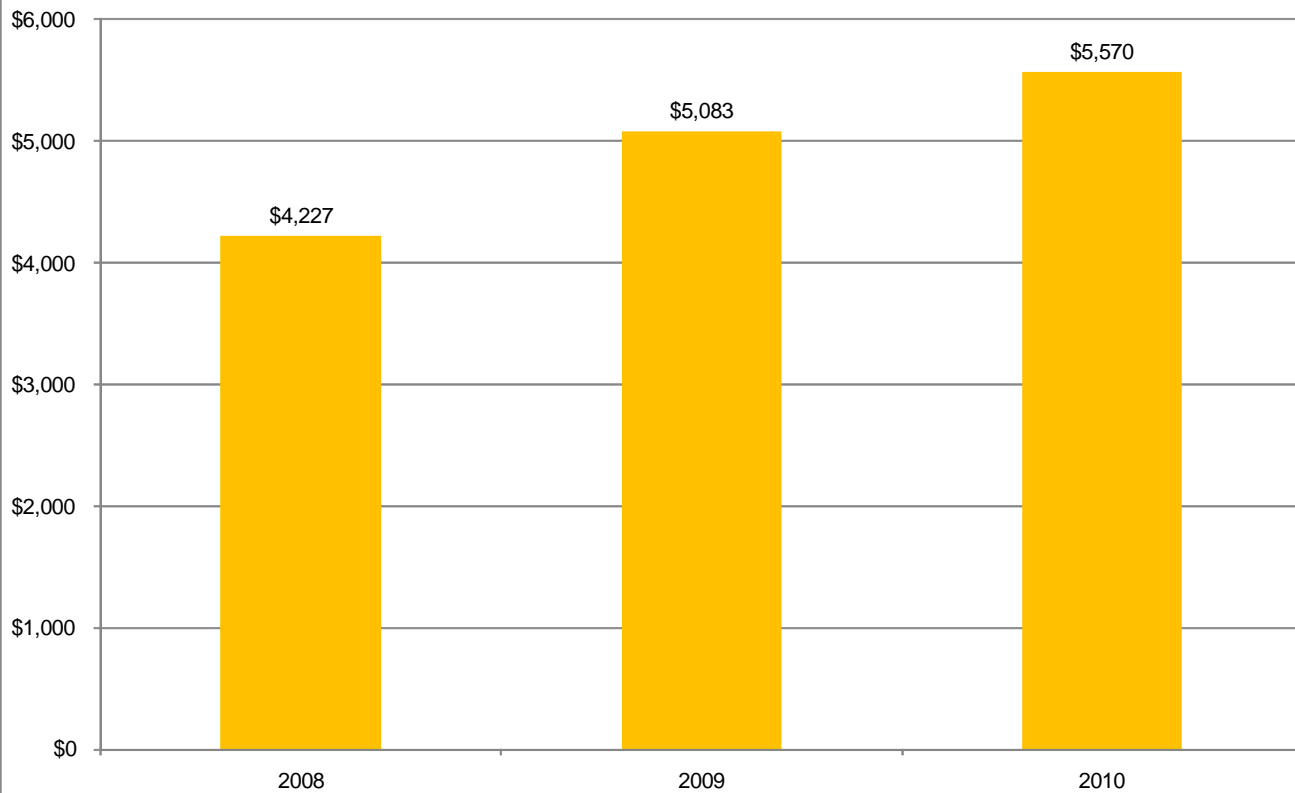


Annual Average Length of Offender Hospital Stay

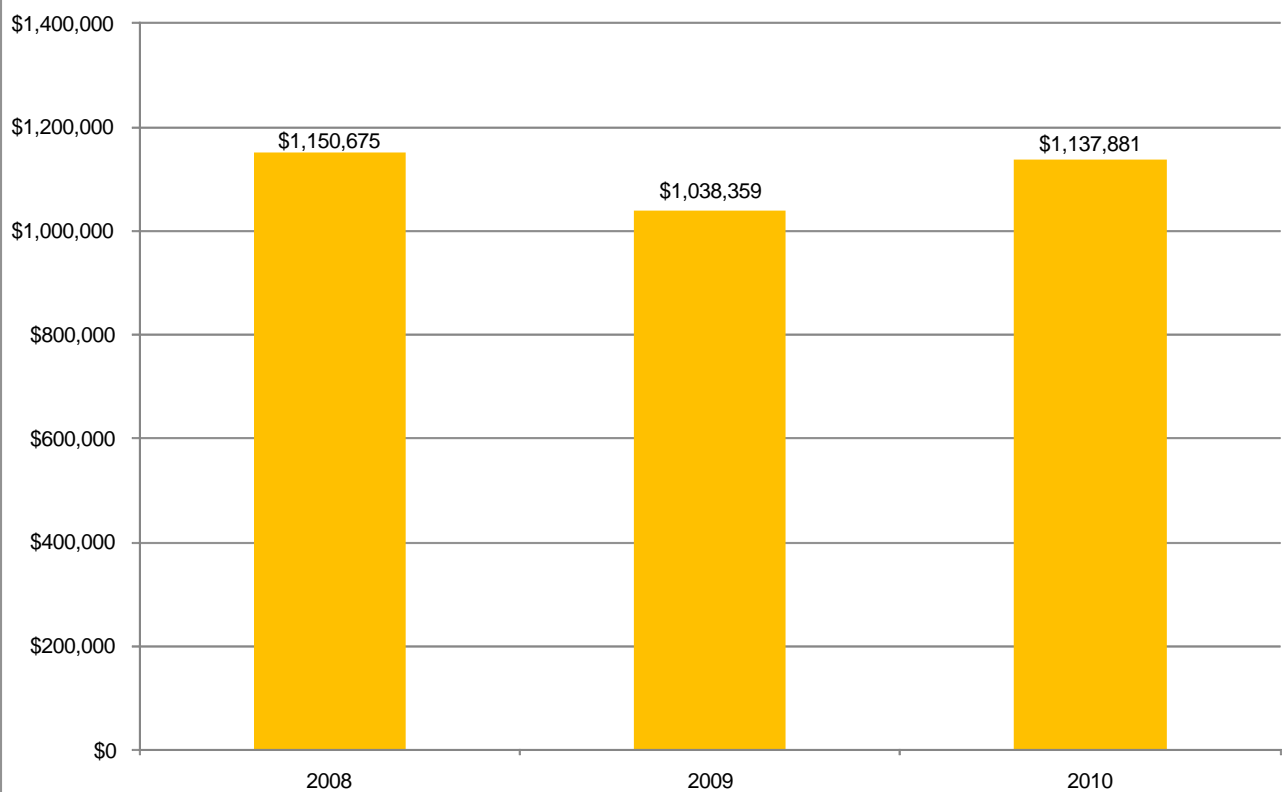
FY2008-2010



Annual Average Cost Per Offender Hospital Day FY2008-2010



Annual Cost Savings With Network Providers FY2008-2010



County of Sentence

As the chart on page A-24 shows, the sources of offenders in Montana generally follows the state's population, with 73.5 percent of all offenders under state supervision coming from counties with 71.3 percent of the total population.

The number of offenders per 1,000 population can be deceiving because counties with relatively small populations can have a high offender rate due to a very small number of offenders. Mineral County, located along Interstate 90 where drug trafficking can be a major presence, has the highest offender rate at 28.2, but the county's total population is just 3,833. Powell County ranks fifth in offender rate, largely because it includes Montana State Prison. All offenses at the prison and escapes from male prerelease centers are prosecuted in that county. Among the most-populous counties, Lake has the highest offender rate at 22 per 1,000 residents, followed by Hill, Lewis and Clark, Cascade, Flathead and Missoula.,

Demographics

The chart on page A-25 shows about 64 percent of all offenders were on probation or parole when the corrections population snapshot was taken in the middle of 2010. That is slightly lower than 67.7 percent in mid-2002, which preceded the addition of a variety of new correctional programs, including those providing sanction and assessment, drug treatment and diversion services.

Probation is the most-used corrections program. More than half (57.6 percent) of all offenders under correctional supervision in Montana are on probation. These are individuals who were given deferred sentences or suspended sentences instead of prison or are serving a suspended portion of a sentence after completing a prison term.

Men outnumber women in the corrections system 4-to-1, which is why statistical information about the offender population as a whole are dominated by male offenders.

The youngest offenders are those on conditional release, where the average ages are about 35 for women and 32 for men. The oldest male offenders (41½) are those on probation and the most elderly female offenders (41) are those in prerelease centers.

Hispanics are increasing in the correctional population, from 2.7 percent in 2005 to 3.3 percent in 2010.

County of Sentence

6/30/2010

County ¹	Count of All Active DOC Offenders ²	Number Per 1000 County Population	Count of Inmates ³	Number Per 1000 County Population	Count of Offenders on P & P ⁴	Number Per 1000 County Population	Estimated Population on July 1, 2009
Yellowstone	2,076	14.3	391	2.7	1,384	9.6	144,797
Missoula	1,971	18.1	346	3.2	1,398	12.9	108,623
Flathead	1,645	18.4	236	2.6	1,239	13.8	89,624
Cascade	1,539	18.7	294	3.6	1,072	13.0	82,178
Lewis and Clark	1,213	19.6	174	2.8	872	14.1	61,942
Gallatin	859	9.5	149	1.6	626	6.9	90,343
Lake County	628	22.0	105	3.7	407	14.2	28,605
Ravalli	575	14.2	115	2.8	403	10.0	40,431
Silver Bow	420	12.7	96	2.9	251	7.6	32,949
Hill	353	21.2	68	4.1	220	13.2	16,632
Lincoln	287	15.3	43	2.3	212	11.3	18,717
Custer	186	16.6	52	4.6	114	10.2	11,189
Big Horn	168	12.9	19	1.5	117	9.0	13,015
Richland	153	16.4	25	2.7	117	12.6	9,313
Dawson	146	17.1	22	2.6	110	12.9	8,558
Rosebud	140	15.1	21	2.3	99	10.7	9,258
Powell	138	19.5	55	7.8	72	10.2	7,089
Park	137	8.6	27	1.7	101	6.3	15,941
Fergus	133	11.9	25	2.2	88	7.9	11,208
Beaverhead	131	14.6	13	1.4	109	12.1	8,976
Deer Lodge	126	14.3	29	3.3	83	9.4	8,792
Sanders	119	10.7	28	2.5	79	7.1	11,096
Glacier	109	8.0	19	1.4	74	5.5	13,550
Mineral	108	28.2	18	4.7	85	22.2	3,833
Carbon	97	9.9	6	0.6	86	8.8	9,756
Jefferson	90	7.8	9	0.8	72	6.3	11,470
Stillwater	81	9.2	14	1.6	61	6.9	8,786
Teton	72	11.8	9	1.5	54	8.9	6,088
Toole	71	13.8	20	3.9	46	8.9	5,151
Pondera	63	10.8	16	2.8	42	7.2	5,814
Broadwater	61	12.7	8	1.7	46	9.6	4,793
Musselshell	53	11.5	6	1.3	37	8.0	4,600
Valley	53	7.8	7	1.0	41	6.1	6,771
Madison	52	7.0	8	1.1	43	5.8	7,457
Roosevelt	52	5.0	6	0.6	43	4.2	10,303
Blaine	50	7.7	12	1.9	28	4.3	6,485
Sheridan	36	11.1	6	1.9	29	8.9	3,243
Choteau	31	6.0	5	1.0	23	4.5	5,167
Phillips	31	7.9	7	1.8	22	5.6	3,944
McCone	29	17.9	2	1.2	22	13.5	1,624
Fallon	28	10.3	5	1.8	18	6.6	2,725
Sweet Grass	27	7.4	3	0.8	22	6.0	3,667
Granite	21	7.3	2	0.7	19	6.6	2,879
Meagher	14	7.3	1	0.5	13	6.8	1,908
Wheatland	14	6.8	1	0.5	10	4.9	2,044
Treasure	10	16.3	2	3.3	8	13.1	612
Prarie	9	8.1	2	1.8	6	5.4	1,108
Judith Basin	8	3.9	3	1.5	5	2.4	2,051
Wibaux	8	8.9	1	1.1	7	7.8	897
Carter	6	5.0	1	0.8	5	4.2	1,202
Daniels	6	3.5	0	0.0	6	3.5	1,703
Garfield	5	4.3	0	0.0	5	4.3	1,173
Petroleum	5	11.4	1	2.3	4	9.1	440
Golden Valley	4	3.8	0	0.0	4	3.8	1,057
Liberty	3	1.7	1	0.6	2	1.1	1,748
Powder River	3	1.8	1	0.6	2	1.2	1,664
Total	15,338	15.7	2,570	2.6	10,930	11.2	974,989

¹ County is based on last Sentence Date of legal judgments entered in OMIS

² Some offenders are not included due to pending entry of legal judgments or are out of state transfers.

³ Inmates include MWP, MSP, Regional and Private Prisons, Intestate Compact Inmates and Inmates Out to Court.

⁴ Probation and Parole includes Probation, Parole, ISP, and Conditional Release

⁵ <http://ceic.mt.gov/DEM/estimate/pop/County/CO-EST2009-01-30.htm> - Updated March 2010

Adult Offender Population Demographics

(Average Age is Calculated as of 6/30/2010)

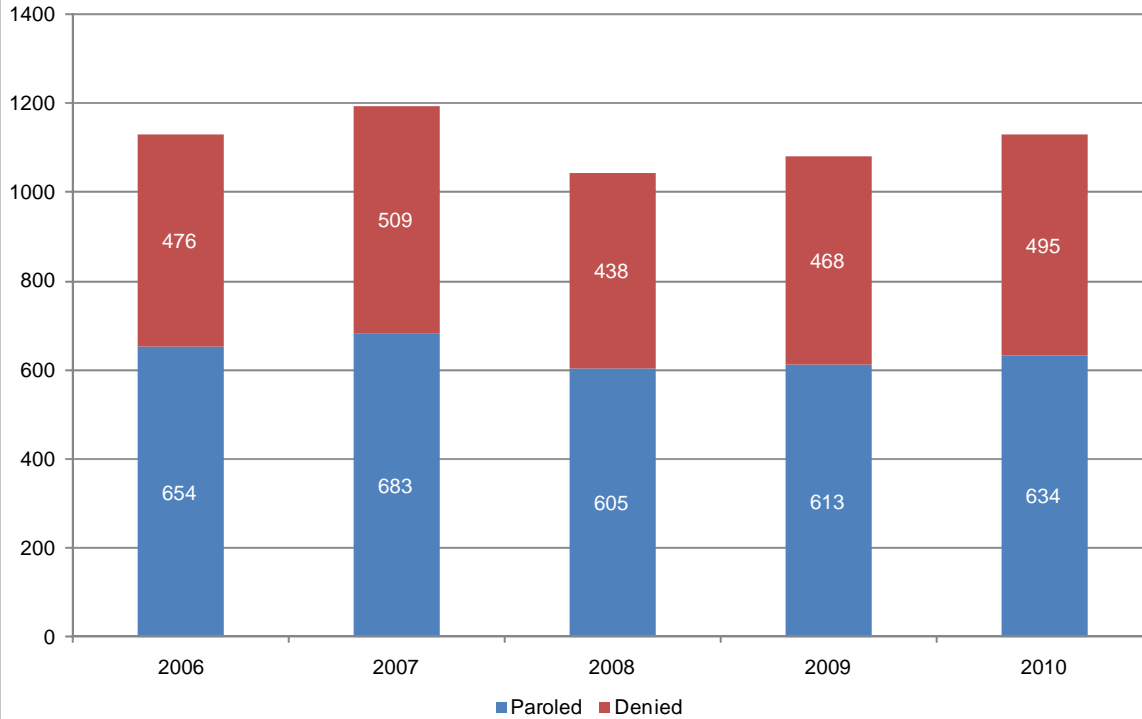
Gender	Correctional Status	Type	Race					Gender Totals	Combined Totals
			W hite	American Indian	Hispanic	African American	Other		
Female	Inmate	Age	38.4	34.5	40.1	31.0	40.0	37.1	
		Percent	63.5%	31.1%	2.7%	1.8%	0.9%	7.5%	1.4%
	PASC	Age	34.2	35.3	0.0	24.9	0.0	34.5	
		Percent	60.3%	38.1%	0.0%	1.6%	0.0%	2.2%	0.4%
	Chemical Dependency Treatment	Age	39.8	37.3	26.6	24.6	0.0	38.6	
		Percent	70.7%	25.3%	2.7%	1.3%	0.0%	2.6%	0.5%
	Prerelease	Age	40.7	45.2	35.5	28.5	27.7	40.9	
		Percent	78.3%	15.5%	3.9%	1.6%	0.8%	4.4%	0.8%
	Conditional Release	Age	35.4	34.7	32.2	31.7	0.0	35.1	
		Percent	68.4%	28.5%	2.5%	0.6%	0.0%	5.4%	1.0%
	Parole	Age	38.3	38.6	31.8	33.4	26.2	38.0	
		Percent	73.6%	21.6%	2.4%	1.2%	1.2%	8.6%	1.6%
	Probation	Age	39.4	36.8	36.4	36.2	31.3	38.7	
		Percent	79.0%	16.4%	2.3%	0.8%	1.4%	69.3%	13.2%
Overall	Age	39.0	36.8	35.7	33.7	31.2	38.4		
	Percent	76.2%	19.3%	2.4%	1.0%	1.2%		19.1%	
Male	Inmate	Age	37.6	36.3	37.1	40.4	35.7	39.4	
		Percent	72.9%	19.1%	4.2%	3.2%	0.5%	20.7%	16.8%
	MASC/START /TSCTC	Age	39.2	39.5	37.1	37.7	36.8	37.6	
		Percent	72.1%	19.3%	4.1%	3.0%	1.5%	2.2%	1.8%
	Chemical Dependency Treatment	Age	33.9	36.4	37.4	39.3	36.8	38.9	
		Percent	73.4%	21.1%	3.6%	0.6%	1.3%	2.5%	2.0%
	Prerelease	Age	33.7	34.8	37.3	36.4	39.7	36.6	
		Percent	80.0%	13.3%	3.6%	2.4%	0.6%	7.7%	6.3%
	Conditional Release	Age	28.5	35.2	32.2	31.7	30.0	31.9	
		Percent	70.9%	22.0%	4.6%	2.0%	0.5%	6.0%	4.9%
	Parole	Age	27.6	36.7	36.1	35.1	35.6	35.3	
		Percent	78.1%	16.2%	2.5%	2.5%	0.7%	6.1%	4.9%
	Probation	Age	48.6	39.3	40.0	41.9	36.7	41.5	
		Percent	82.1%	11.9%	3.1%	1.7%	1.2%	54.8%	44.4%
Overall	Age	39.1	37.2	36.6	36.4	34.8	38.7		
	Percent	78.7%	14.8%	3.5%	2.1%	1.0%		80.9%	
Combined Totals		Age	39.1	37.1	36.5	36.1	34.0	38.6	
		Percent	78.2%	15.6%	3.3%	1.9%	1.0%		

Inmates include offenders in MSP, MWP, CCC, GFRP, DCCF, Jaid Hold, and Out to Court.
 Chemical Dependency Treatment includes offenders in WATCH, CCP, PADT, Elkhorn and NEXUS
 Prerelease includes Prerelease and Transitional Living.

Extracted from OMIS on 7/26/2010

Parole Case Disposition by Board of Pardons & Parole

FY2006-2010



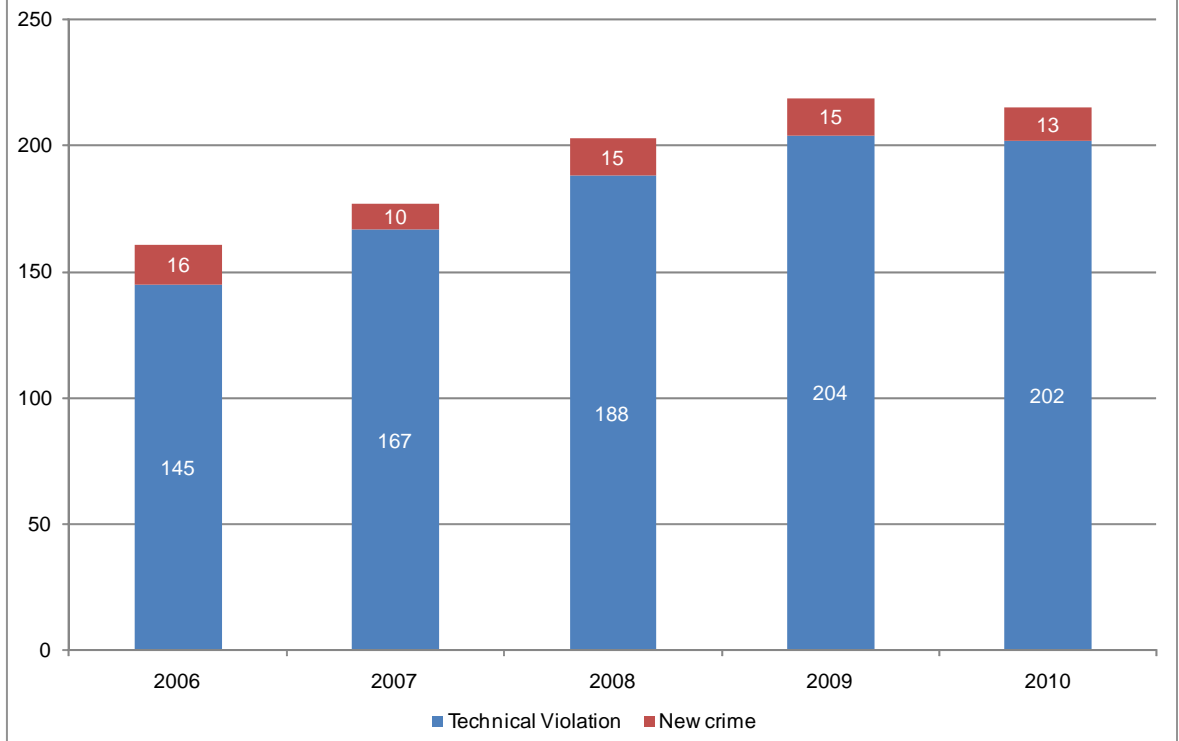
In the past five years, the state Board of Pardons and Parole annually has granted parole in 57 percent of the cases where an inmate is interviewed for parole.

The board considered 5,575 cases from 2006 through 2010, approving parole for 3,189 offenders. The board interviewed an average of 1,115 offenders per year and approved an average of 638 inmates for parole annually. It denied parole for an average of 477 offenders per year.

The board granted another 821 paroles (164 annually) during the five years, related to revocations, administrative case reviews, discussion cases and change of dispositions.

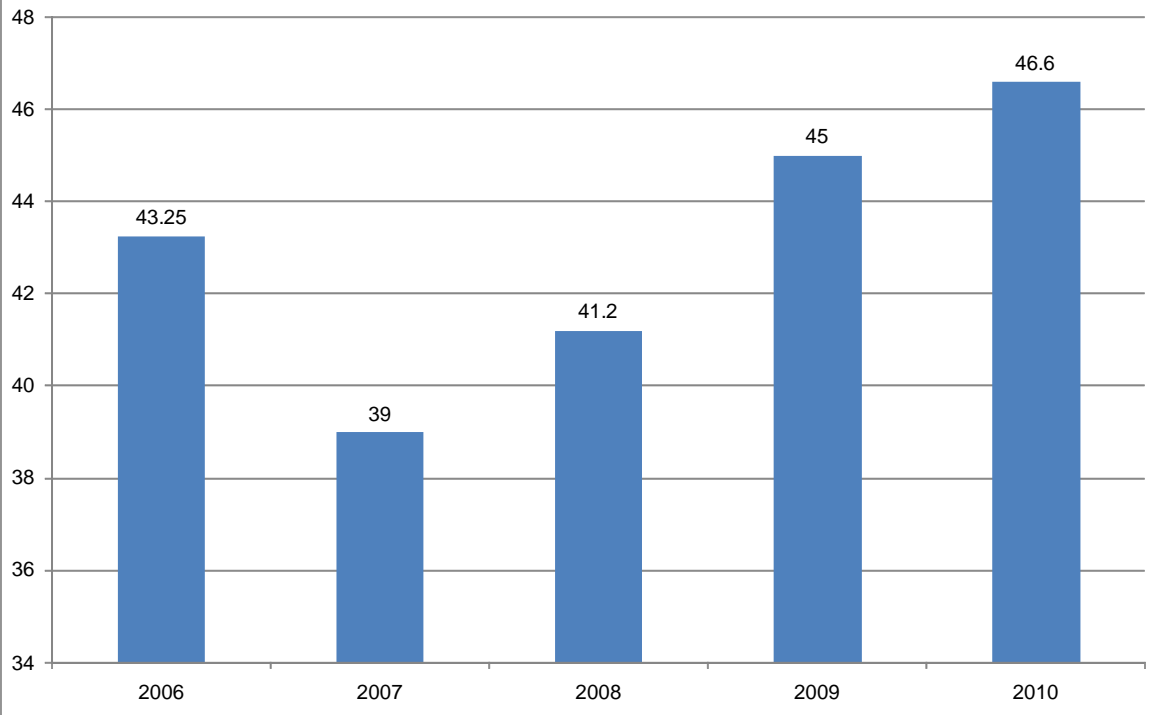
Parole Revocations by Type

FY2006-2010



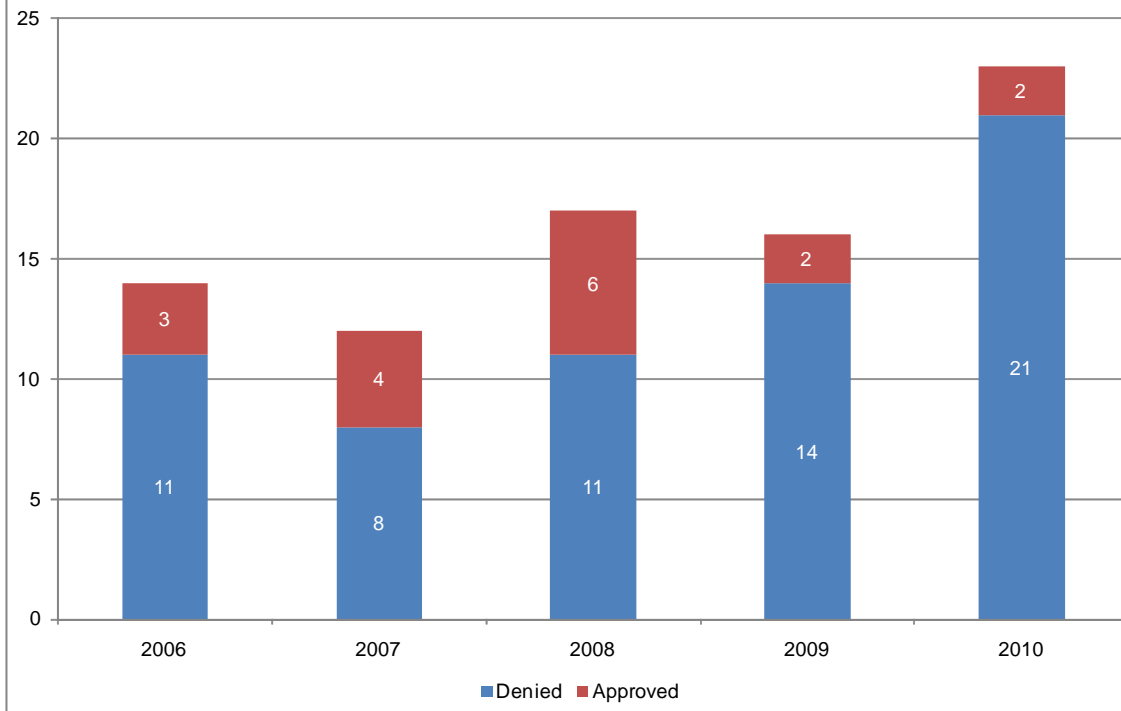
The board also decides whether to revoke parole for those offenders who commit new crimes or violate conditions of their community placements. In the past five years, the board typically had 195 revocation cases and, on average, just 7 percent were for new crimes.

Average Months in Prison Before being Paroled FY2006-2010



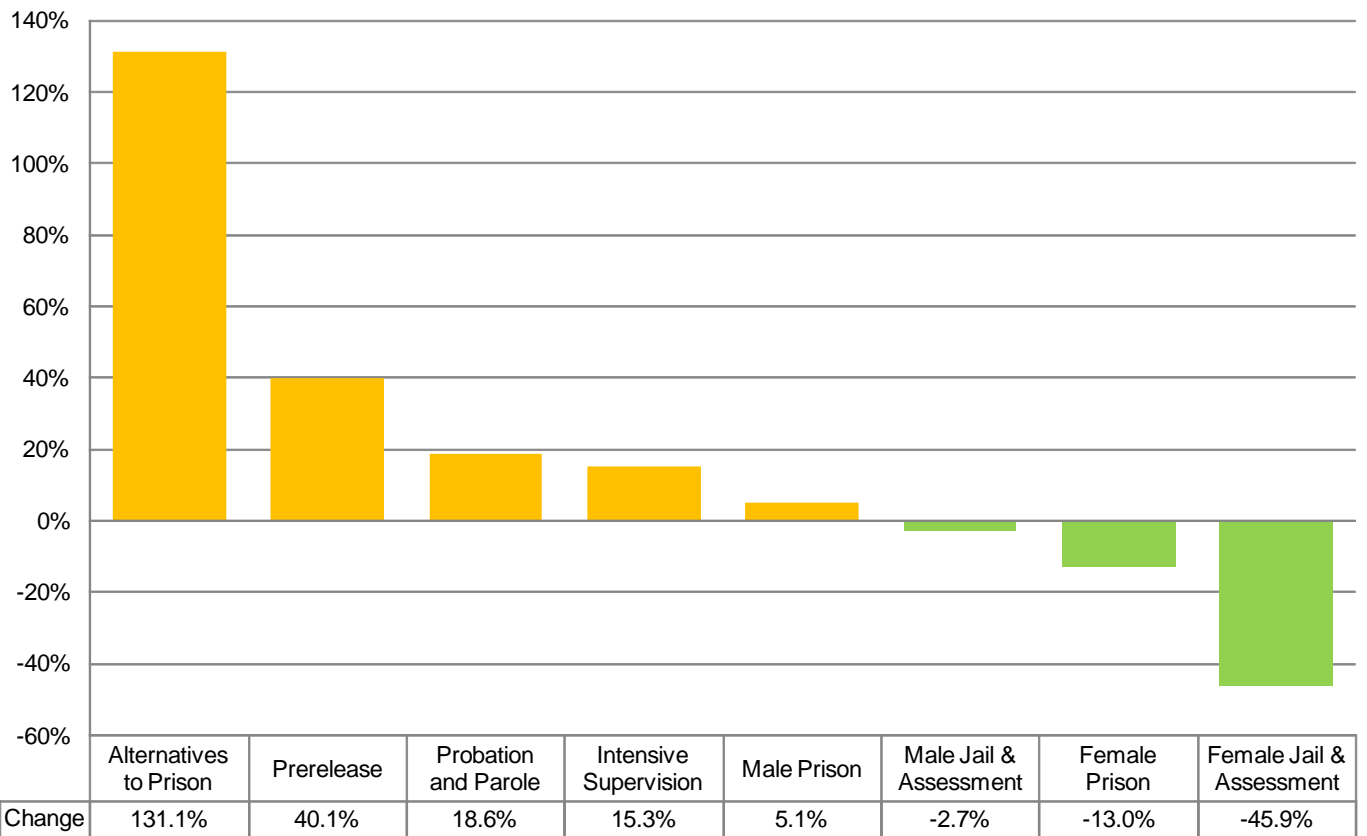
The typical inmate paroled by the board during the past five years has spent 43 months in prison before being granted parole by the board. The average length of time in prison before parole approval has increased in that time by more than three months.

Disposition of Pardon Requests FY2006-2010



In addition to making parole decisions, the board acts on pardon applications, by recommending to the governor whether to grant requests. During the past five years, the board has recommended approval in about a fifth of the 82 cases. The board receives an average of 13 requests a year and approves about three.

Percentage Change in Offender Populations by Correctional Program FY2005-2010



Montana's efforts during the past six years to place a greater emphasis on programs other than prison have paid off. Since 2005, the offender population in alternatives to prison – primarily treatment programs – has increased 131 percent and the prerelease center population has grown by 40 percent. The number of offenders on probation or parole rose by more than 18 percent while the intensive supervision program has expanded by more than 15 percent. At the same time, the male prison population climbed just 5 percent and other secure populations declined during the period.

Offender Population Projections

The offender population information on the following two pages is a critical tool in the Department of Corrections' efforts to project future demands on the system, develop the necessary programs and capacity to address those demands and plan funding requests for the Legislature.

The first spreadsheet is a summary of the offender population grouped into two major categories: prison and community corrections. The community corrections category includes residential programs and probation and parole. This document is intended to make it easier for the reader to understand the offender distribution throughout the corrections system.

The second spreadsheet provides extensive details within the broad categories, showing populations and capacities of individual programs and facilities, both secure and community-based. This view is very useful for planning and budgeting purposes.

Both documents are based on a calculation called "average daily population" (ADP), which provides a means of tracking the offender population in a meaningful way by measuring numbers over a period of time in a way that mitigates the effect of often erratic day-by-day fluctuations.

The numbers in red indicate an excess or shortage of capacity based on projected population and existing or anticipated room in facilities or programs. A positive number is an expected shortage of space for that year; a negative number indicates adequate capacity is expected.

That means secure facilities are projected to be short 319 beds by 2015, but probation and parole is projected to have adequate capacity for the expected growth through that year.

Although the tendency in viewing such reports is to look only at the bottom line – the total number of offenders in



any given year – that can be misleading because needs and costs of one group of offenders in the system are not the same as those of another group. For example, while the probation and parole population declined slightly in fiscal year 2010, the capacity of that supervision level is dictated by the number of officers. And the cost per day for each offender is a little more than \$5.

On the other hand, the male prison population grew by 2 percent in 2010, and the average daily cost of keeping an inmate in prison is about \$88, or 17 times higher. Increasing capacity in secure facilities is much more complex than adding officers; planning and construction of additional prison beds takes years.

As a result, the population projections for the male prison population (3.1 percent annually through 2015) represent the greatest concern to correctional officials.

The probation and parole population, which had increased 16 percent in FY2006 through FY2008, grew by only 1 percent since then. This change is a result of a general decline in prosecutions, use of a 2007 law allowing early discharges from supervision, and the effectiveness of relatively new programs such as the Sanction, Treatment, Assessment, Revocation and Transition (START) center and a pair of meth treatment programs.

The most significant change in the format of the population spreadsheets in the past two years was the allocation of county jail beds. Some offenders in those beds are not actually waiting to go to prison, but instead are in jail for violations while on community supervision. Therefore, all of the jail beds are no longer counted as part of the prison population.

DEPARTMENT OF CORRECTIONS - ADULT POPULATION SUMMARY
ACTUAL - FY 2006 TO 2010; PROJECTED FY 2011 TO 2015
Updated - 9/27/2010

Prison Beds	Actual					Projected				
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Male Prison Facilities	2,252	2,258	2,170	2,245	2,291	2,356	2,430	2,505	2,582	2,662
County Jails	77	57	34	55	51	59	60	62	65	67
Total Male Prison	2,329	2,315	2,204	2,300	2,342	2,415	2,490	2,567	2,647	2,729
Female Prison Facilities	233	209	165	185	167	170	173	176	179	182
County Jails	11	7	4	6	4	4	4	4	4	4
Total Female Prison	244	216	169	191	171	174	177	180	183	186
Total Prison - 80/20	2,573	2,531	2,373	2,491.0	2,513	2,589	2,667	2,747	2,830	2,915
Percent of Total Population	21.9%	20.3%	18.4%	19.1%	19.4%	19.6%	19.8%	20.0%	20.2%	20.4%
Yearly Change	166	-42	-158	118	22	76	78	80	83	85
Percent Change	6.5%	-1.6%	-6.2%	5.0%	0.9%	3.0%	3.0%	3.0%	3.0%	3.0%
Total Prison Capacity >						2596	2596	2596	2596	2596
Prison Growth Beyond Capacity >						-7	71	151	234	319

Community Corrections Residential Programs

Alternatives to Prison	625	647	756	812	831	872	915	960	1007	1057
Prerelease/Transitional Living	693	810	849	835	900	928	957	987	1018	1050
Total Residential Programs	1318	1457	1605	1647	1731	1800	1872	1947	2025	2107
Percent of Total Population	11.2%	11.7%	12.5%	12.6%	13.3%	13.6%	13.9%	14.2%	14.5%	14.8%
Yearly Change	138	139	148	42	84	69	72	75	78	82
Percent Change	13.2%	10.5%	10.2%	2.6%	5.1%	4.0%	4.0%	4.0%	4.0%	4.0%
Total CCD Residential Programs Capacity >						1,826	1,826	1,826	1,826	1,826
CCD Residential Programs Growth Beyond Capacity >						-26	46	121	199	281

Probation & Parole - Community Corrections

Intensive Supervision/Day Reporting	305	331	326	340	349	354	358	362	367	371
Standard Probation and Parole	7,536	8,127	8,558	8,548	8,393	8,489	8,587	8,686	8,786	8,888
Total Probation and Parole	7,841	8,458	8,884	8,888	8,742	8,843	8,945	9,048	9,153	9,259
Percent of Total Population	66.8%	68.0%	69.1%	68.2%	67.3%	66.8%	66.3%	65.8%	65.3%	64.8%
Yearly Change	480	617	426	4	-146	101	102	103	105	106
Percent Change	6.5%	7.9%	5.0%	0.0%	-1.6%	1.2%	1.2%	1.2%	1.2%	1.2%
Total Probation & Parole Capacity >						9,422	9,422	9,422	9,422	9,422
Probation & Parole Growth Beyond Capacity >						-579	-477	-374	-269	-163

Total Community Corrections

Total CCD Programs - 80/20	9,159	9,915	10,489	10,535	10,473	10,643	10,817	10,995	11,178	11,366
Percent of Total Population	78.1%	79.7%	81.6%	80.9%	80.6%	80.4%	80.2%	80.0%	79.8%	79.6%
Yearly Change	618	756	574	46	-62	170	174	178	183	188
Percent Change	7.4%	8.3%	5.8%	0.4%	-0.6%	1.6%	1.6%	1.6%	1.7%	1.7%
Total Community Corrections Capacity >						11,248	11,248	11,248	11,248	11,248
Community Corrections Growth Beyond Capacity >						-605	-431	-253	-70	118

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DEPARTMENT OF CORRECTIONS - ADULT POPULATION
ACTUAL - FY 2006 TO 2010; PROJECTED FY 2011 TO 2015
 Updated - 9/27/2010

	Actual					Projected				
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
MALE PRISON BEDS					80/20 >	19.6%	19.8%	20.0%	20.2%	20.4%
Montana State Prison - Deer Lodge	1,458	1,463	1,391	1,416	1,455	1,485	1,485	1,485	1,485	1,485
Great Falls Regional Prison	151	147	143	150	150	152	152	152	152	152
Dawson County Regional Prison - Glendive	142	142	141	143	143	141	141	141	141	141
Crossroads Correctional Center - Shelby	501	506	495	536	543	550	550	550	550	550
MSP Jail Hold	77	57	34	55	51	68	68	68	68	68
TOTAL MALE PRISON CAPACITY						2,396	2,396	2,396	2,396	2,396
Actual/Projected Population	2,329	2,315	2,204	2,300	2,342	2,415	2,490	2,567	2,647	2,729
Yearly Change	94	-14	-111	96	42	73	75	77	80	82
Percent Change	4%	-1%	-5%	4%	2%	3.1%	3.1%	3.1%	3.1%	3.1%
						19	94	171	251	333

FEMALE PRISON BEDS										
Montana Women's Prison - Billings	218	191	148	168	164	194	194	194	194	194
Intensive Challenge	15	18	17	17	3					
MWP Jail Hold	11	7	4	6	4	6	6	6	6	6
TOTAL FEMALE PRISON CAPACITY						200	200	200	200	200
Actual/Projected Population	244	216	169	191	171	174	177	180	183	186
Yearly Change	41	-28	-47	22	-20	3	3	3	3	3
Percent Change	2.0%	-1.1%	-22%	13%	-10%	1.3%	1.3%	1.3%	1.3%	1.3%
						-26	-23	-20	-17	-14

ALTERNATIVES TO PRISON - COMMUNITY CORRECTIONS										
Male Community Corrections Jail Hold	100	74	44	68	69	86	86	86	86	86
Female Community Corrections Jail Hold	34	21	12	14	16	18	18	18	18	18
Missoula Assessment and Sanction Center	135	138	137	137	137	141	141	141	141	141
Passages Assessment	20	6	13	15	14	15	15	15	15	15
TSC TC Boot Camp (male) - Deer Lodge	52	52	54	54	54	60	60	60	60	60
START (revocations) - Warm Springs	35	65	59	72	74	102	102	102	102	102
Passages Revocations - Billings		10	16	27	28	25	25	25	25	25
START Sanctions	6	16	24	16	15	16	16	16	16	16
Passages Sanctions		4	4	4	4	10	10	10	10	10
County Jail Sanctions	11	6	7	7	6	6	6	6	6	6
Connections Corrections (male) - Butte/Warm Springs	67	77	92	92	97	104	104	104	104	104
Passages ADT (female) - Billings	20	25	24	29	35	36	36	36	36	36
Meth Treatment (male) - Lewistown		3	81	83	84	80	80	80	80	80
Meth Treatment (female) - Boulder		5	40	40	38	36	36	36	36	36
WATCH Program - male - Warm Springs/Glendive	123	125	129	130	142	118	118	118	118	118
WATCH Program - female - Glendive	22	20	20	24	18	48	48	48	48	48
TOTAL ALTERNATIVES TO PRISON CAPACITY						901	901	901	901	901
Actual/Projected Population	625	647	756	812	831	872	915	960	1,007	1,057
Yearly Change	115	22	109	56	19	41	43	45	47	50
Percent Change	23%	4%	17%	7%	2%	4.9%	4.9%	4.9%	4.9%	4.9%
						-29	14	59	106	156

PRERELEASE / TRANSITIONAL LIVING - COMMUNITY CORRECTIONS										
Prerelease (male)	515	607	651	656	679	662	662	662	662	662
Prerelease (female)	120	145	138	132	163	178	178	178	178	178
Transitional Living (male/female)	58	58	60	47	58	85	85	85	85	85
TOTAL PRERELEASE CAPACITY						925	925	925	925	925
Actual/Projected Population	693	810	849	835	900	928	957	987	1,018	1,050
Yearly Change	54	117	39	-14	65	28	29	30	31	32
Percent Change	8%	17%	5%	-2%	8%	3.1%	3.1%	3.1%	3.1%	3.1%
						3	32	62	93	125

INTENSIVE SUPERVISION / DAY REPORTING PROGRAMS - COMMUNITY CORRECTIONS										
Intensive Supervision Program	305	331	309	323	328	330	330	330	330	330
Day Reporting			17	17	21	20	20	20	20	20
Number of ISP/DR Officers	15	15	17	17	16	16	16	16	16	16
Actual/Projected Population	305	331	326	340	349	354	358	362	367	371
Yearly Change	17	26	-5	14	9	5	4	4	5	4
Percent Change	6%	9%	-2%	4%	4%	1.2%	1.2%	1.2%	1.2%	1.2%
						4	8	12	17	21

PROBATION & PAROLE - COMMUNITY CORRECTIONS										
Probation & Parole	7,531	8,050	8,451	8,413	8,266	8,363	8,461	8,560	8,660	8,762
Enhanced Supervision	5	77	107	135	127	126	126	126	126	126
Number of P&P Officers	89	100.5	113.5	117.5	126	126	126	126	126	126
Actual/Projected Population	7,536	8,127	8,558	8,548	8,393	8,489	8,587	8,686	8,786	8,888
Yearly Change	463	591	431	-10	-155	96	98	99	100	102
Percent Change	7%	8%	5%	0%	-2%	1.2%	1.2%	1.2%	1.2%	1.2%
						-583	-485	-386	-286	-184

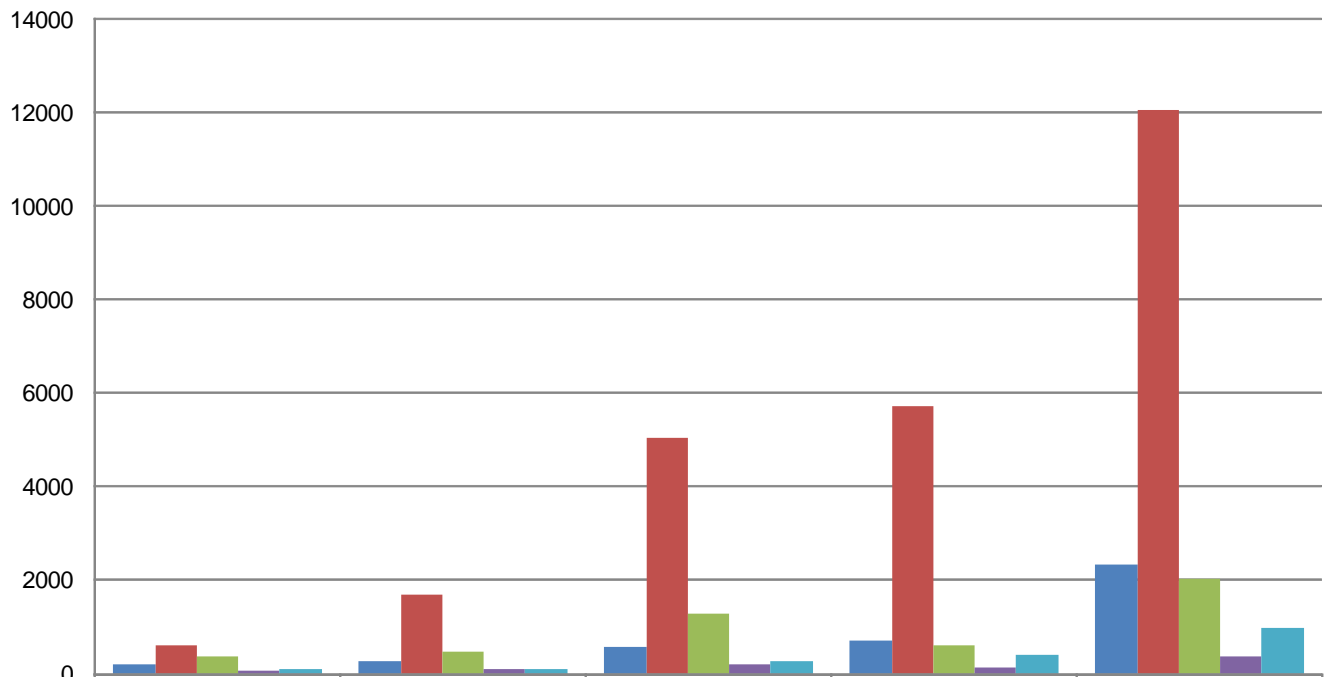
Total Actual/Projected Adult ADP										
Total Actual/Projected Adult ADP	11,732	12,446	12,862	13,026	12,986	13,232	13,484	13,742	14,008	14,281
% Change	7%	6%	3%	1%	0%	1.9%	1.9%	1.9%	1.9%	1.9%
Change From Previous Year	784	714	416	164	-40	246	252	258	266	273
TOTAL Correctional System Growth Beyond Capacity >						-612	-360	-102	164	437

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Victim Programs

This section contains statistical information related to notification services provided to crime victims and their families.

Annual Victim Notifications by Reason FY2006-2010



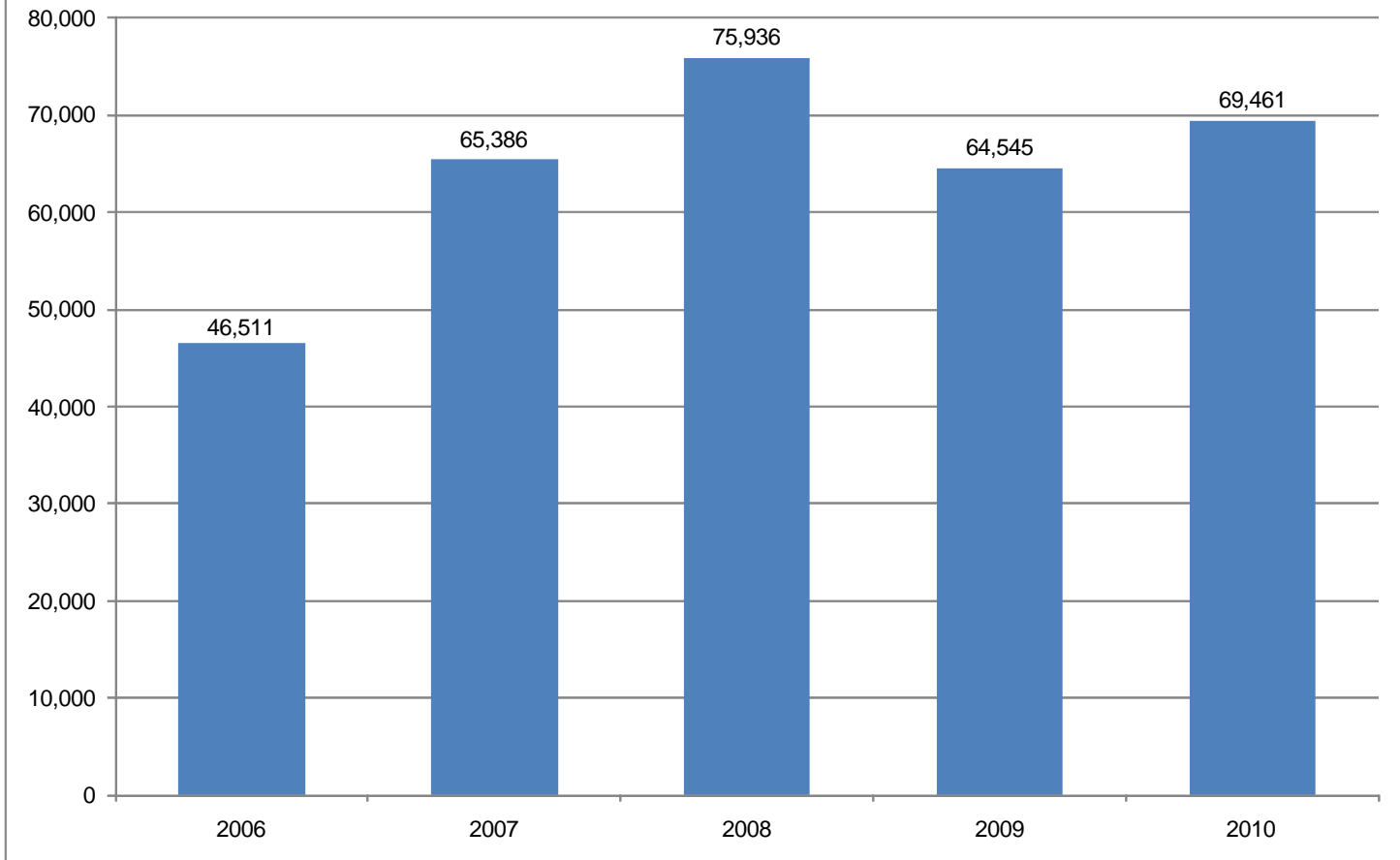
■ Release	199	281	579	700	2,347
■ Transfer	601	1,690	5,038	5,726	12,065
■ Parole Hearing	387	463	1,302	618	2,032
■ Re-arrest	72	92	201	121	375
■ Advanced	88	112	260	394	985

The VINE (Victim Information & Notification Everyday) system is the Department of Corrections' primary means of keeping crime victims, their families, and other members of the public informed about prison inmates.

VINE is an automated telephone system that provides offender custody status updates around the clock. Victims may register for VINE using a toll-free telephone number (800) 456-3076, logging onto www.vinelink.com or contacting the department. Victims and the public also may use the VINE system without registering for automated notifications.

Use of the VINE service has grown due to the department's effort to publicize the program. The annual number of notifications increased more than 1,200 percent during the past five years, from 1,347 to 17,804. (The "advanced" category refers to instances where victims are given advance notice of an inmate release from prison.)

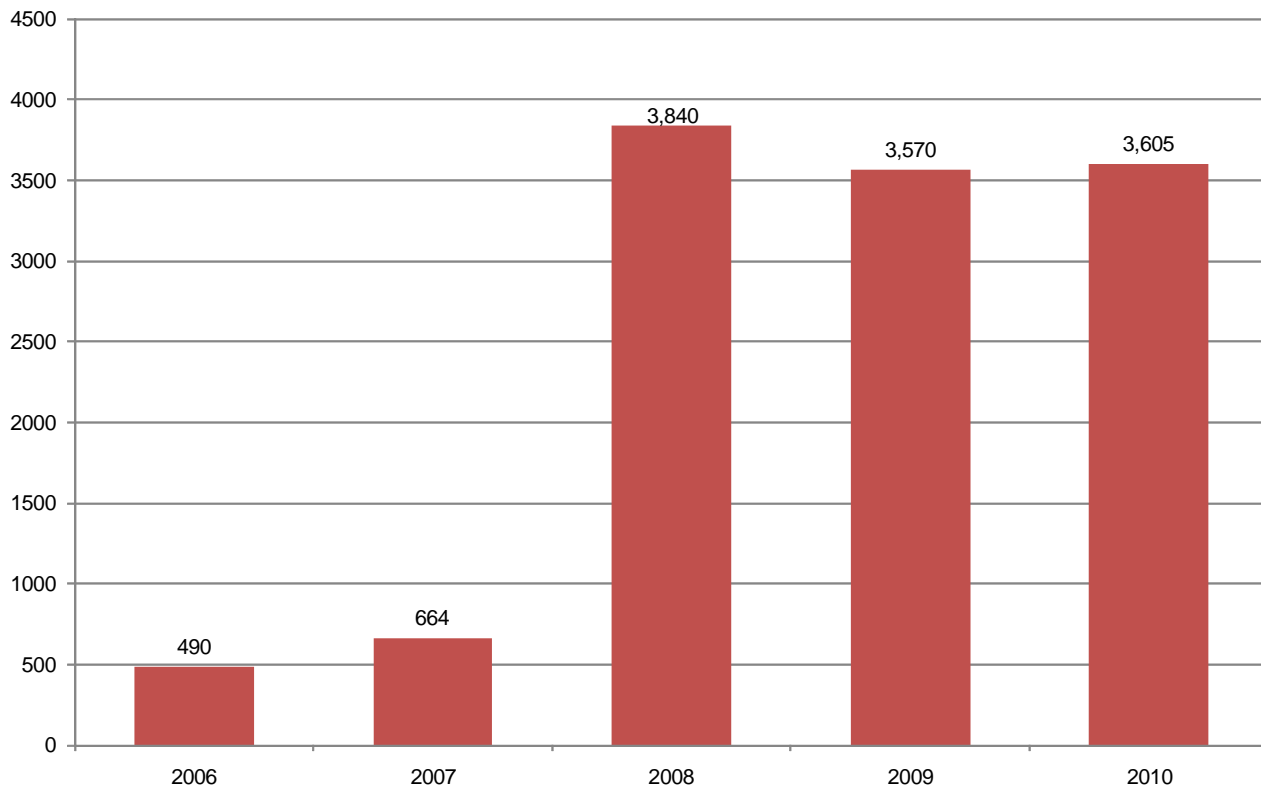
Total Annual VINE Transactions FY2006-2010



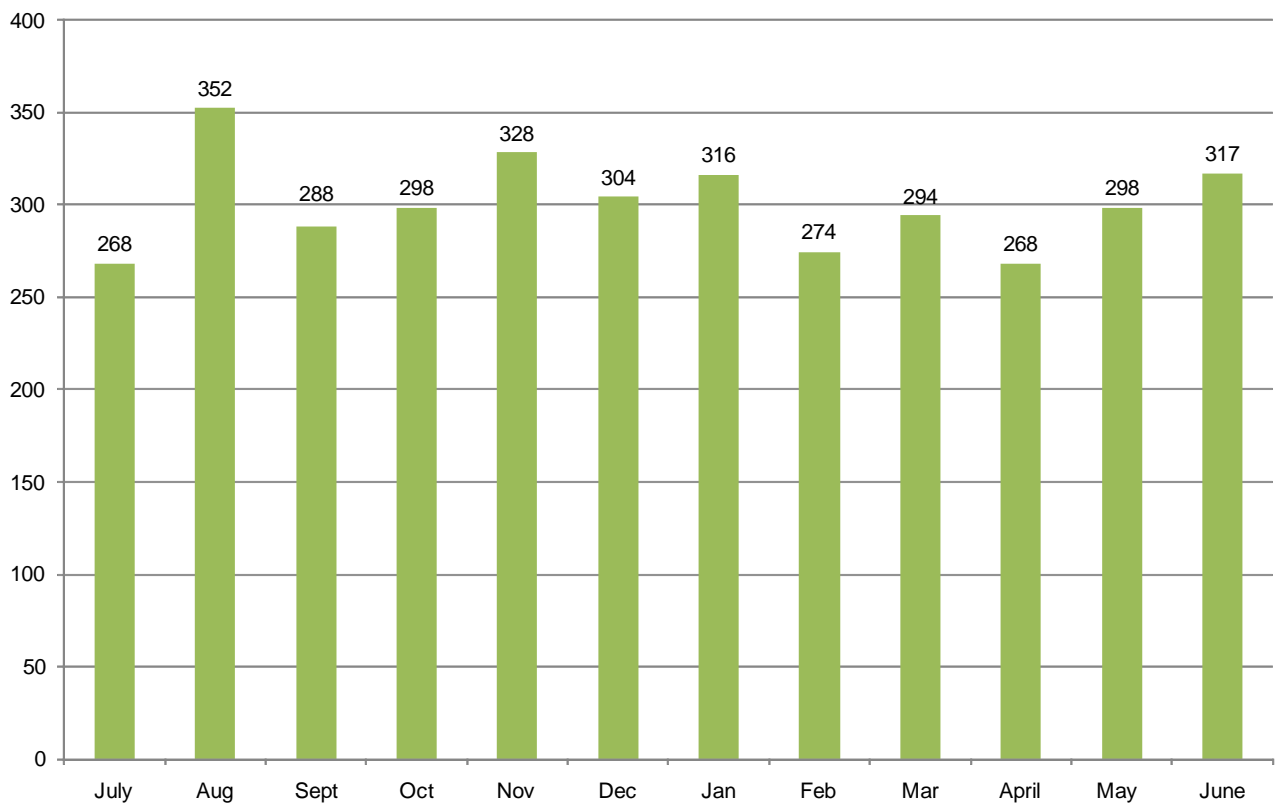
VINE transactions, which include all phone and e-mail inquiries to VINE by victims, law enforcement, offender families, DOC staff and other members of the public, and all phone and email notifications from VINE, increased 49 percent in the past five years.

VINE recorded 321,839 transactions in that time, an average of 64,368 per year.

Annual VINE Registrations FY2006-2010



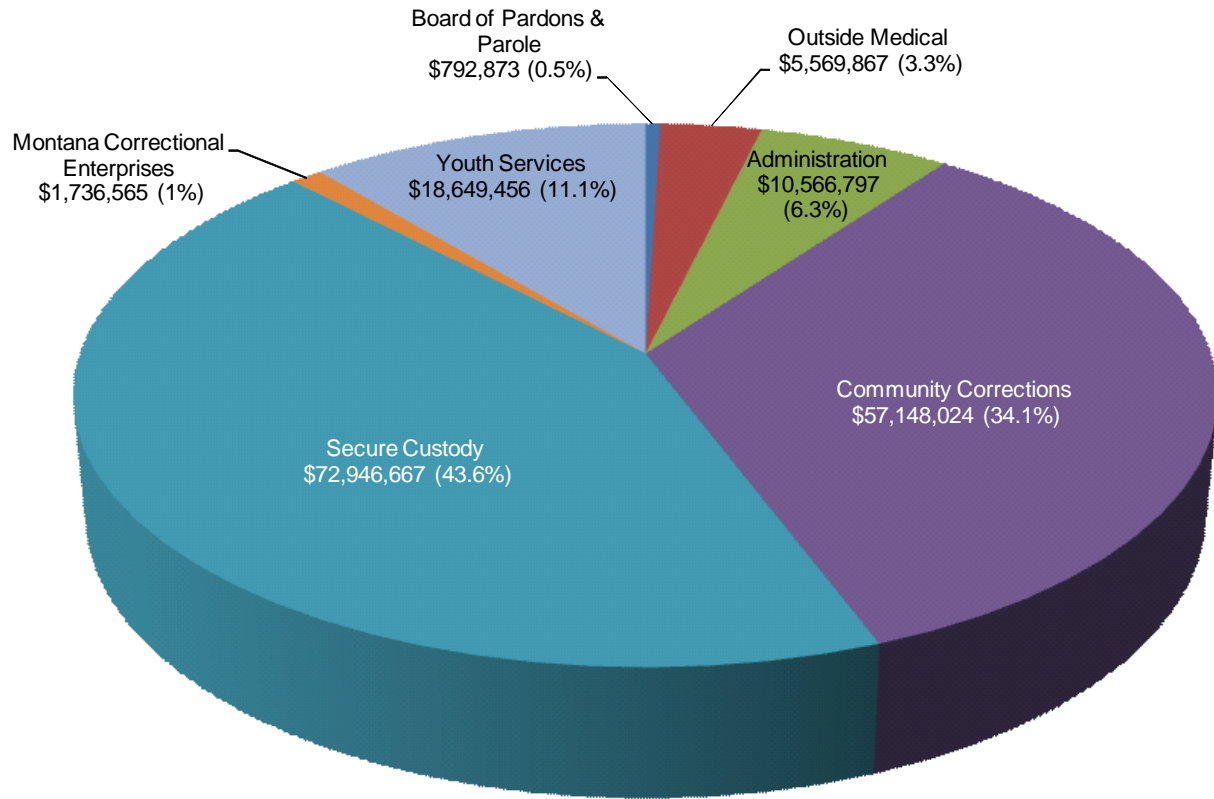
VINE Registrations by Month FY2010



Administrative and Financial Services

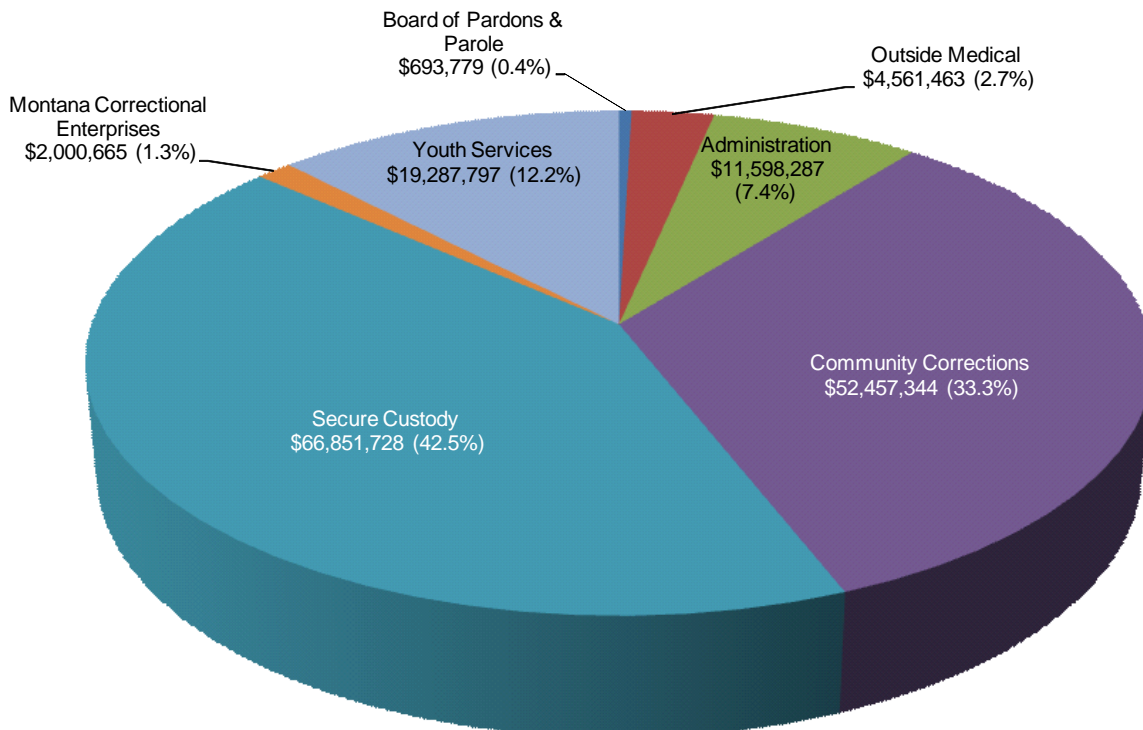
*This section contains statistical information
about fiscal operations in the Department of Corrections.*

General Fund Expenditures - FY2010

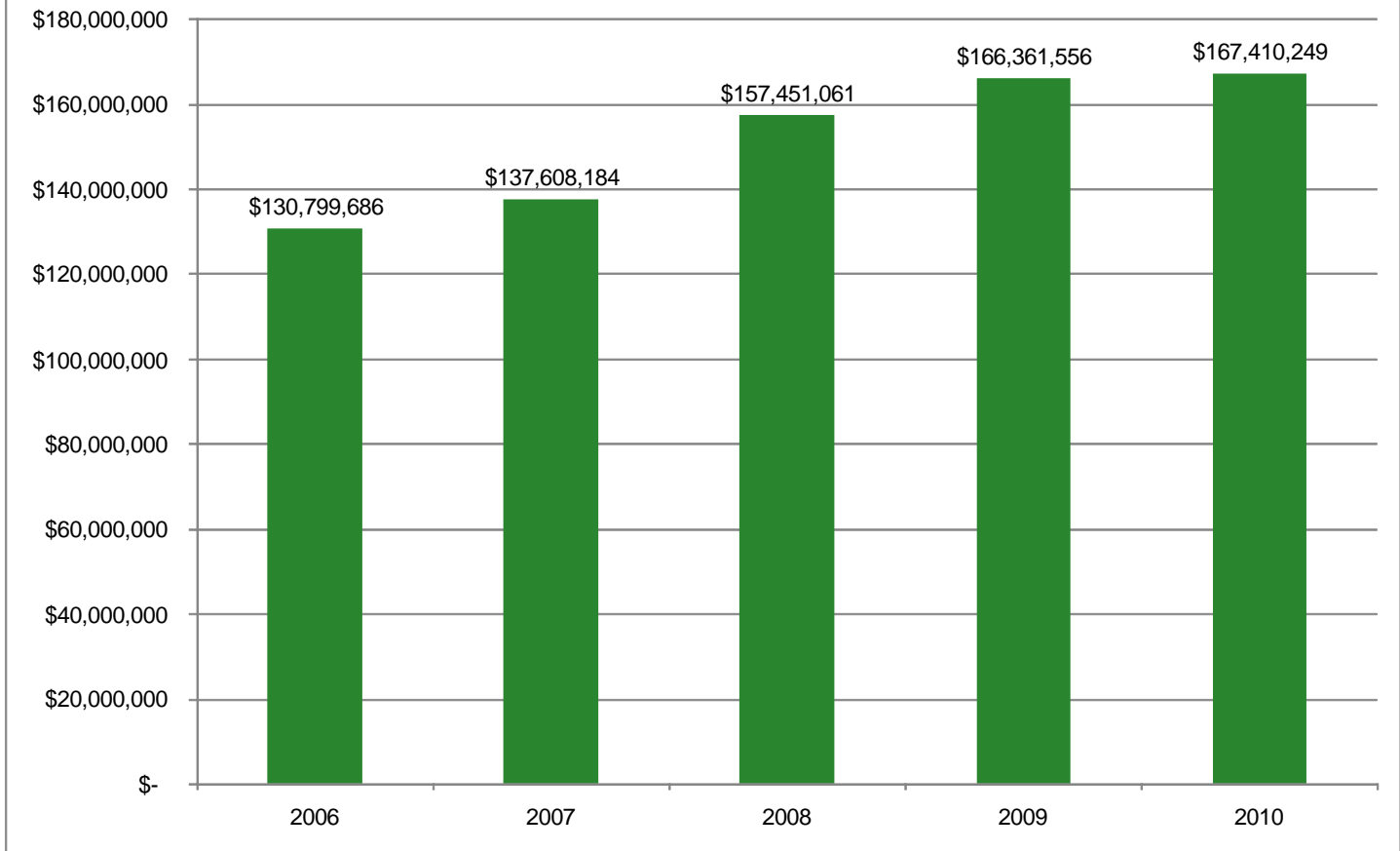


*Board of Pardons and Parole is administratively attached

General Fund Expenditures - FY2008



Annual General Fund Expenditures FY2006-2010



The Department of Corrections spends about 93½ cents of every dollar providing services and programs to offenders. Only 6.3 percent of the agency's general fund expenditures is used for administration.

The portion of the budget spent on administrative costs declined in the past two years, from 7.4 percent in fiscal year 2008. The dollar amount for administration also decreased 8.6 percent, from \$11.6 million to \$10.6 million.

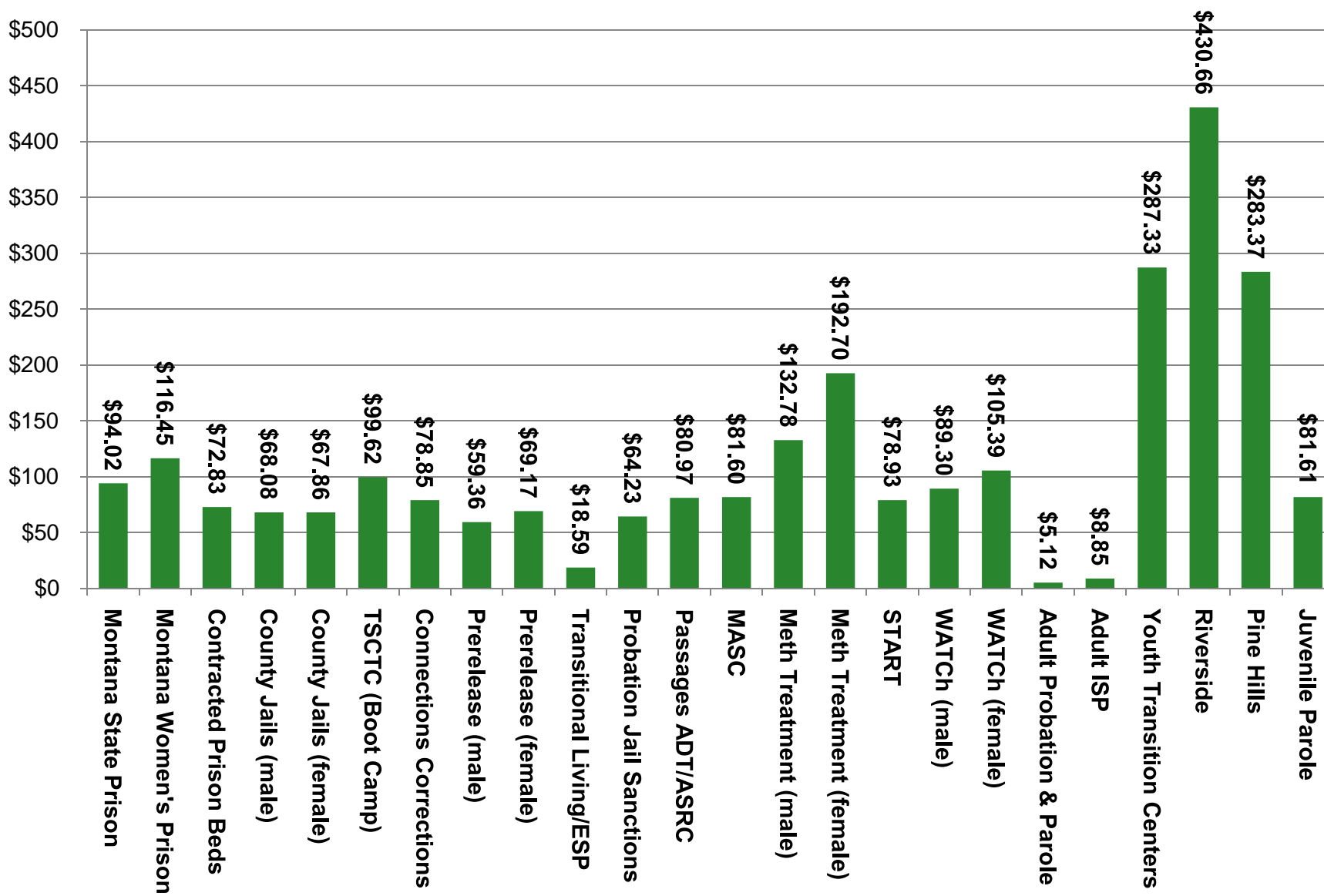
The Youth Services Division also decreased its spending during the two years, from \$19.3 million to \$18.6 million. Montana Correctional Enterprises' general fund expenditures general fund fell almost \$300,000.

Secure custody (prisons) saw a \$6.1 million, 9.1 percent increase and community corrections spending rose \$4.7 million, or 8.9 percent.

Annual department-wide general fund expenditures increased \$9.9 million, or 6.3 percent, between 2008 and 2010.

FY2010 Offender Costs Per Day

Based on average daily offender populations - Includes administrative costs



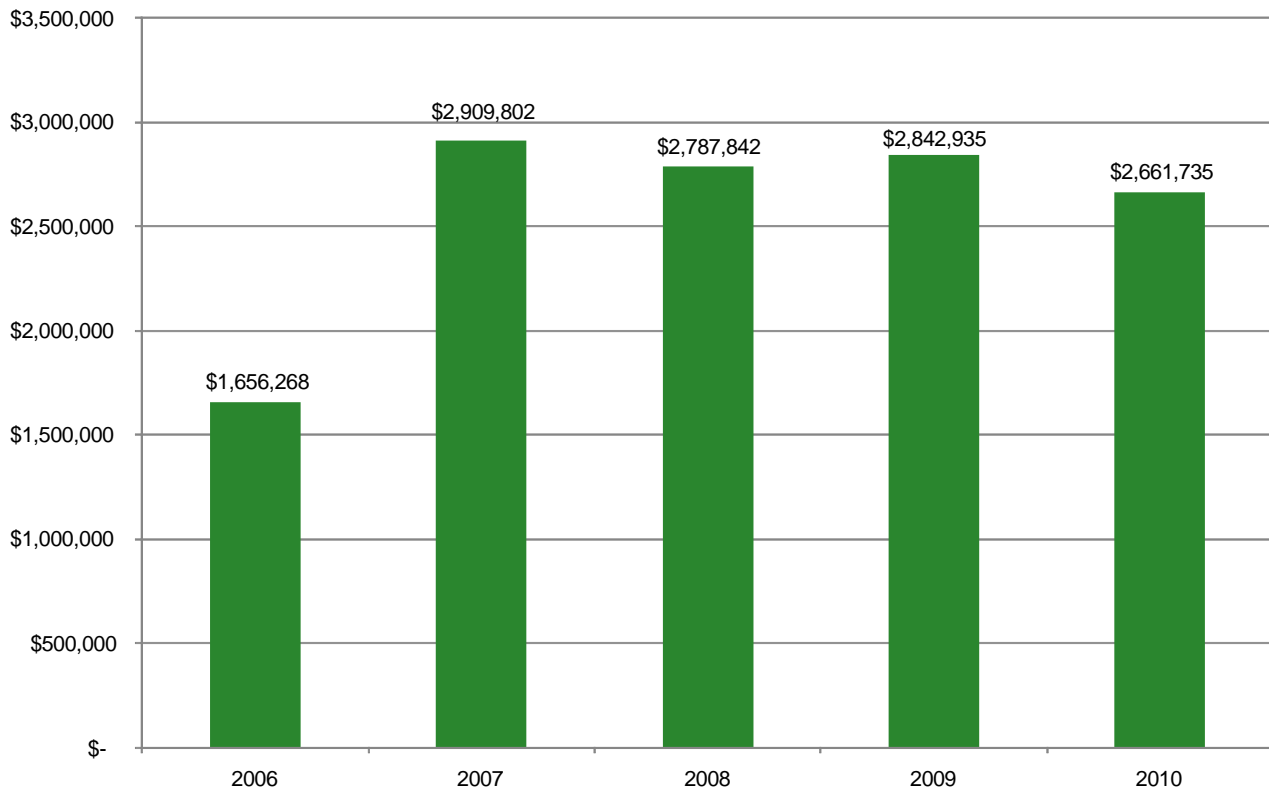
Offender Costs Per Day FY2010

	Contracted Facilities						
	Cost estimates are based on average daily populations - costs fluctuate based on ADPs						
Facility/Program	General Fund	Outside Medical	Total Costs	ADP	Cost Per Day	Administrative Costs	Admin Cost Per day
Adult Secure Contracted Beds Male *	\$20,348,714	\$349,903	\$20,698,617	836	\$67.86	\$1,516,953	\$4.97
Courty Jail Male	\$2,560,632	\$232,728	\$2,793,361	120	\$63.72	\$190,890	\$4.35
Courty Jail Female	\$428,906	\$27,077	\$455,983	20	\$63.41	\$31,974	\$4.45
Connections Corrections Male/Female	\$2,559,537	\$0	\$2,559,537	97	\$72.29	\$232,242	\$6.56
Passages ADT/ASC	\$2,194,672	\$0	\$2,194,672	81	\$74.23	\$199,136	\$6.74
MASC	\$3,732,179	\$592	\$3,732,771	137	\$74.81	\$338,643	\$6.79
Pre-Release Male	\$13,297,883	\$74,503	\$13,372,386	673	\$54.45	\$1,206,596	\$4.91
Pre-Release Female	\$3,694,168	\$85,912	\$3,780,080	163	\$63.54	\$335,194	\$5.63
Pre-Release Transitional Living Male/Female	\$1,153,635	\$0	\$1,153,635	185	\$17.05	\$104,676	\$1.55
Probation Jail Sanctions	\$118,217	\$0	\$118,217	6	\$58.89	\$10,727	\$5.34
START Male	\$2,350,818	\$0	\$2,350,818	89	\$72.37	\$213,304	\$6.57
Meth Treatment Male	\$3,683,464	\$68,040	\$3,751,504	84	\$121.92	\$334,223	\$10.86
Meth Treatment Female	\$1,863,026	\$668,781	\$2,531,807	38	\$180.64	\$169,043	\$12.06
WATCH Female	\$601,047	\$29,153	\$630,200	18	\$97.00	\$54,537	\$8.39
WATCH Male	\$4,108,077	\$140,937	\$4,249,013	142	\$82.10	\$372,750	\$7.20
Totals	\$62,694,975	\$1,677,626	\$64,372,602	2,688		\$5,310,885	

*Adult Secure Contracted Beds for men include Dawson County Regional Prison, Cascade County Regional Prison, and CCA in Shelby.

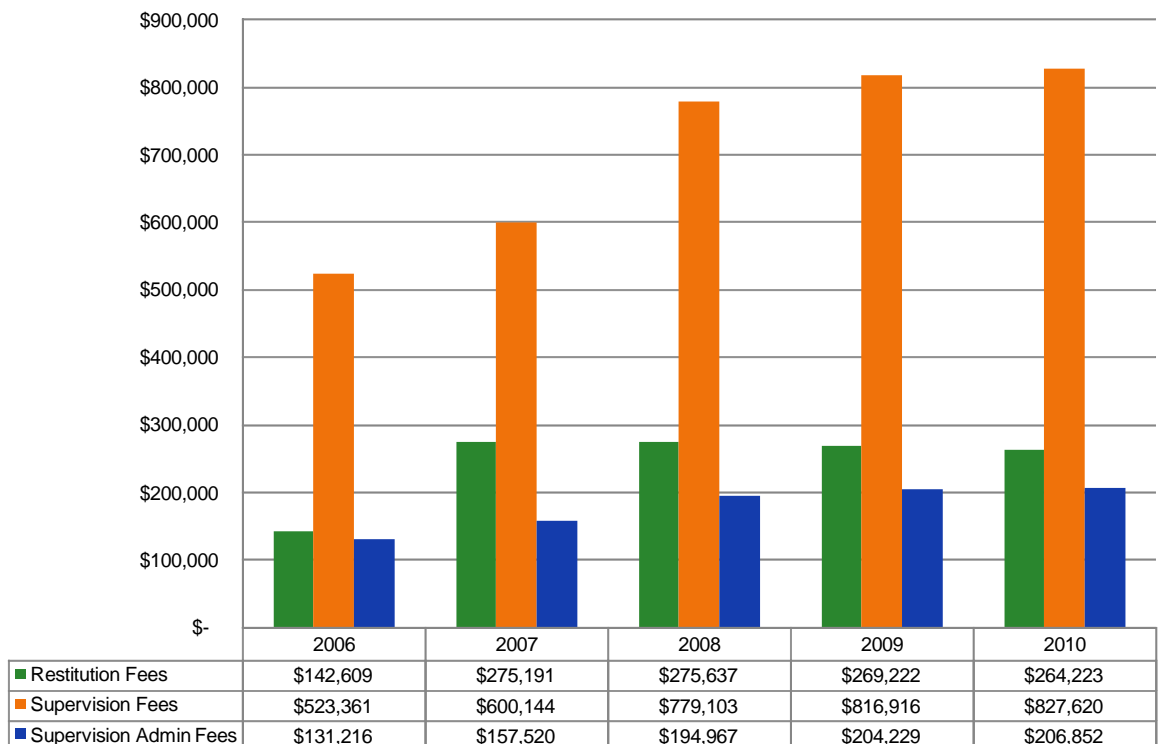
	State Facilities						
	Cost estimates are based on average daily populations - costs fluctuate based on ADPs						
Facility/Program	General Fund	Outside Medical	Total Costs	Actual ADP	Cost per Day	Administrative Costs	Admin Cost per Day
Montana State Prison	\$43,539,168	\$3,155,187	\$46,694,356	1,455	\$87.91	\$3,245,752	\$6.11
Montana Womens Prison	\$6,069,246	\$589,564	\$6,658,809	167	\$109.05	\$452,449	\$7.41
Treasure State Correctional Training Center	\$1,772,323	\$19,477	\$1,791,800	54	\$91.42	\$160,813	\$8.20
Adult Probation and Parole	\$14,128,188	\$0	\$14,128,188	8,262	\$4.69	\$1,281,934	\$0.43
Adult Intensive Supervision Program (ISP)	\$982,456	\$0	\$982,456	332	\$8.11	\$89,144	\$0.74
Youth Transition Center	\$904,722	\$0	\$904,722	10	\$260.64	\$92,634	\$26.69
Riverside Youth Correctional Facility	\$2,108,714	\$25,395	\$2,134,109	15	\$391.10	\$215,911	\$39.57
Pine Hills Youth Correctional Facility	\$7,038,454	\$102,617	\$7,141,071	76	\$257.39	\$720,667	\$25.98
Juvenile Parole (Including Parole Placement)	\$2,504,494	\$0	\$2,504,494	94	\$73.19	\$288,247	\$8.42
Totals	\$79,047,765	\$3,892,240	\$82,940,005	10,464		\$6,547,552	

Restitution Disbursed to Crime Victims FY2006-2010



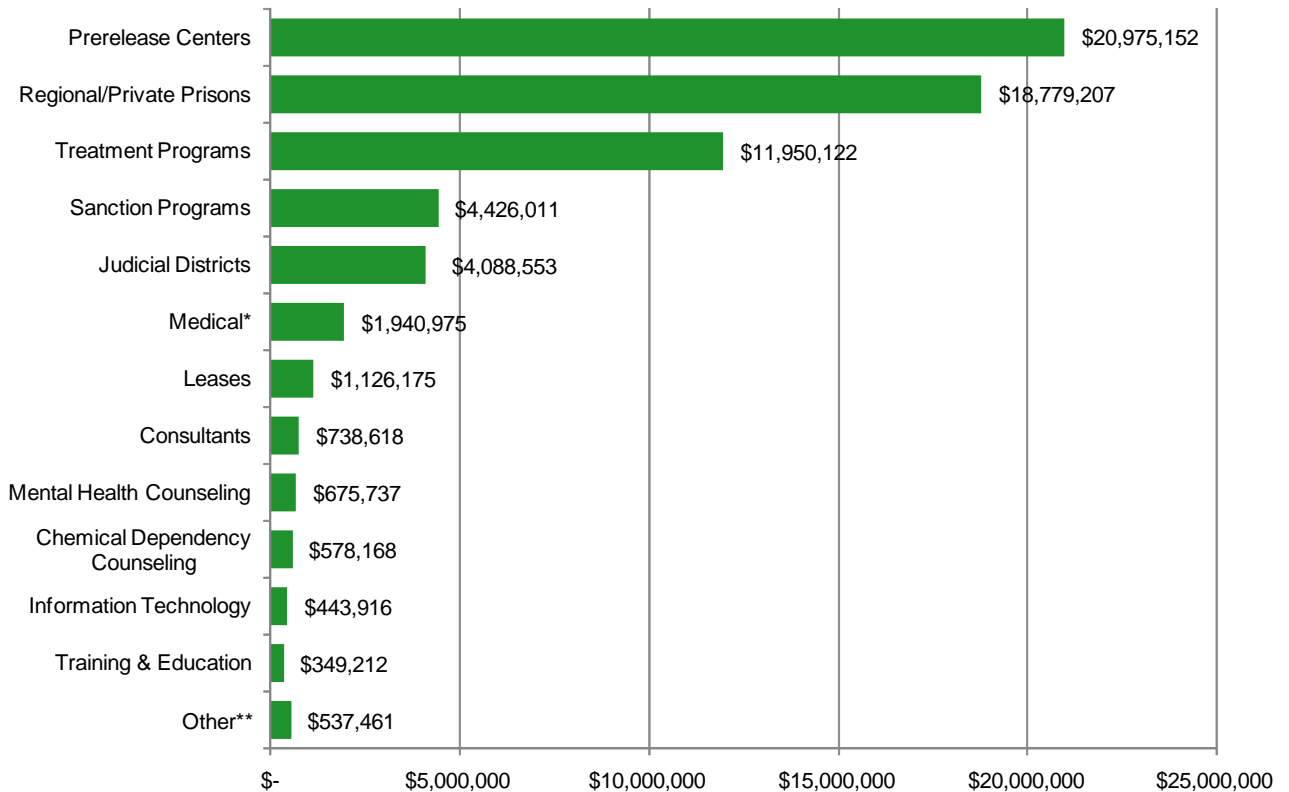
A portion of restitution payments is used to help pay for operation of the collections unit. The supervision fee, at least \$21 a month, is used to provide equipment and training for probation and parole officers. The administrative fee is 20 percent of the supervision fees and also helps cover collection unit costs.

Restitution and Supervision Fees Collected FY2006-2010



Service Contracts with Private Providers

FY2010

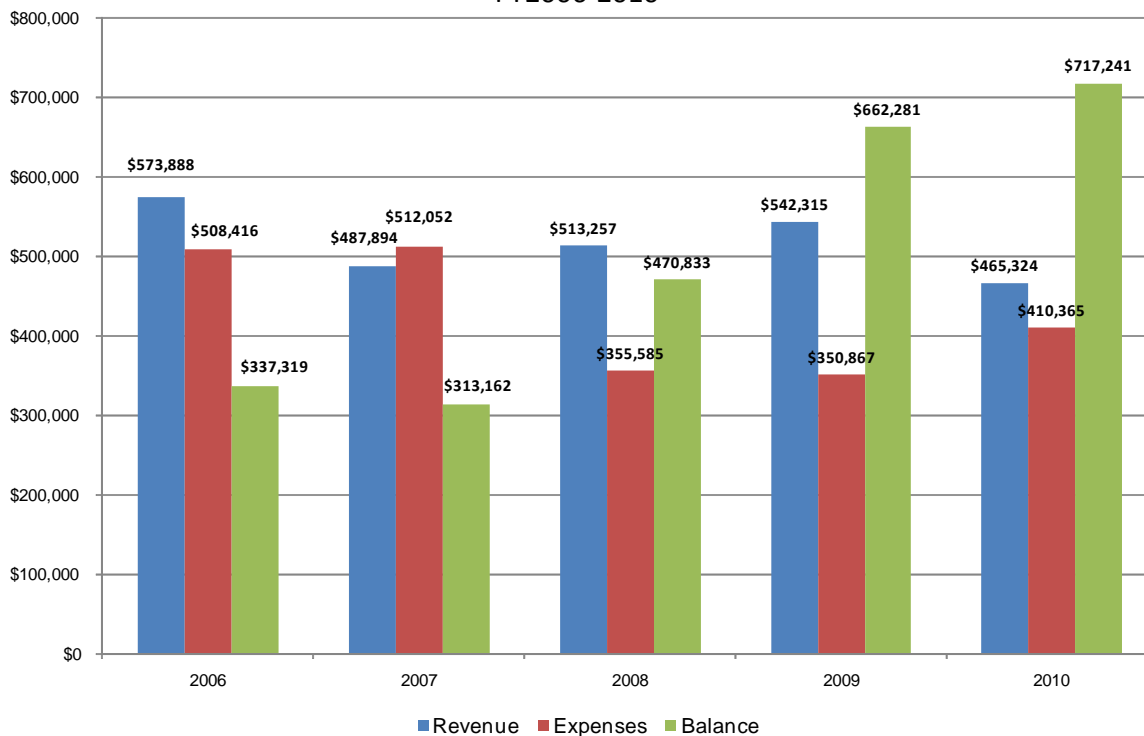


*Excludes outside medical claims

**Includes transportation, facility maintenance, construction, religious services, legal, jail hold, MOUs

Inmate Welfare Fund Revenue, Expenses and Balances

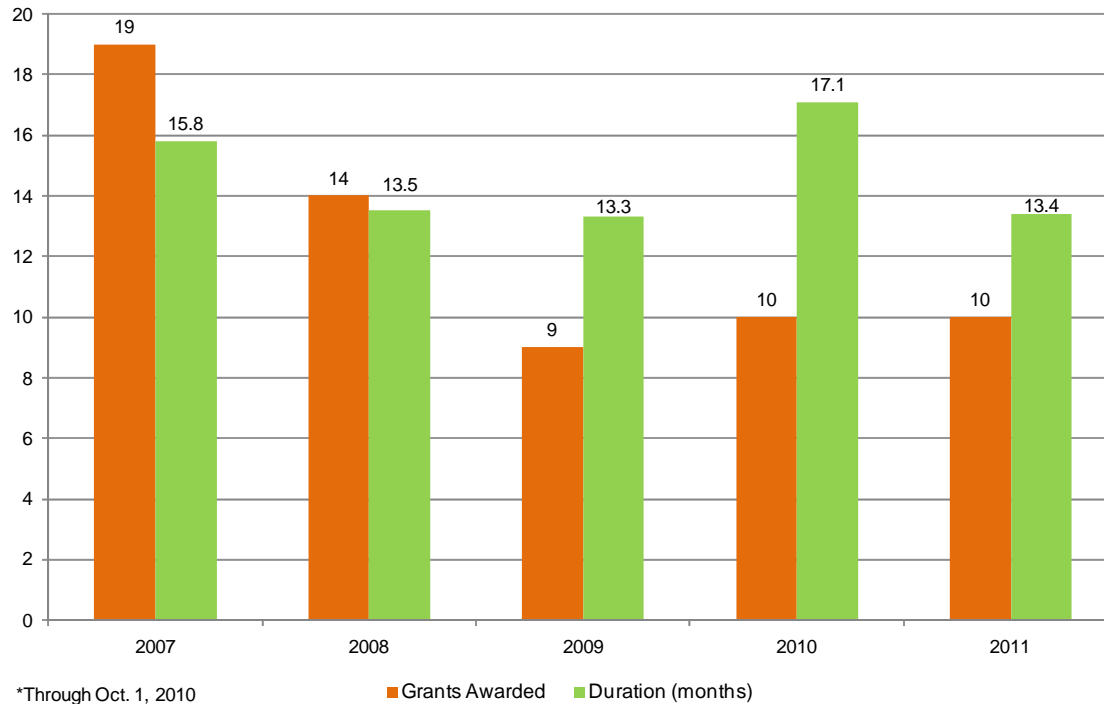
FY2006-2010



The inmate welfare fund receives money from the inmate phone system, profits from canteen sales and a few other minor sources. This money is used for the benefit of inmates and their families, such as financial assistance to discharging inmates, and to pay for the inmate TV system, family days, handouts, re-entry functions, inmate pay, hygiene items for indigent inmates, and recreation equipment.

DOC Grants by Number and Duration

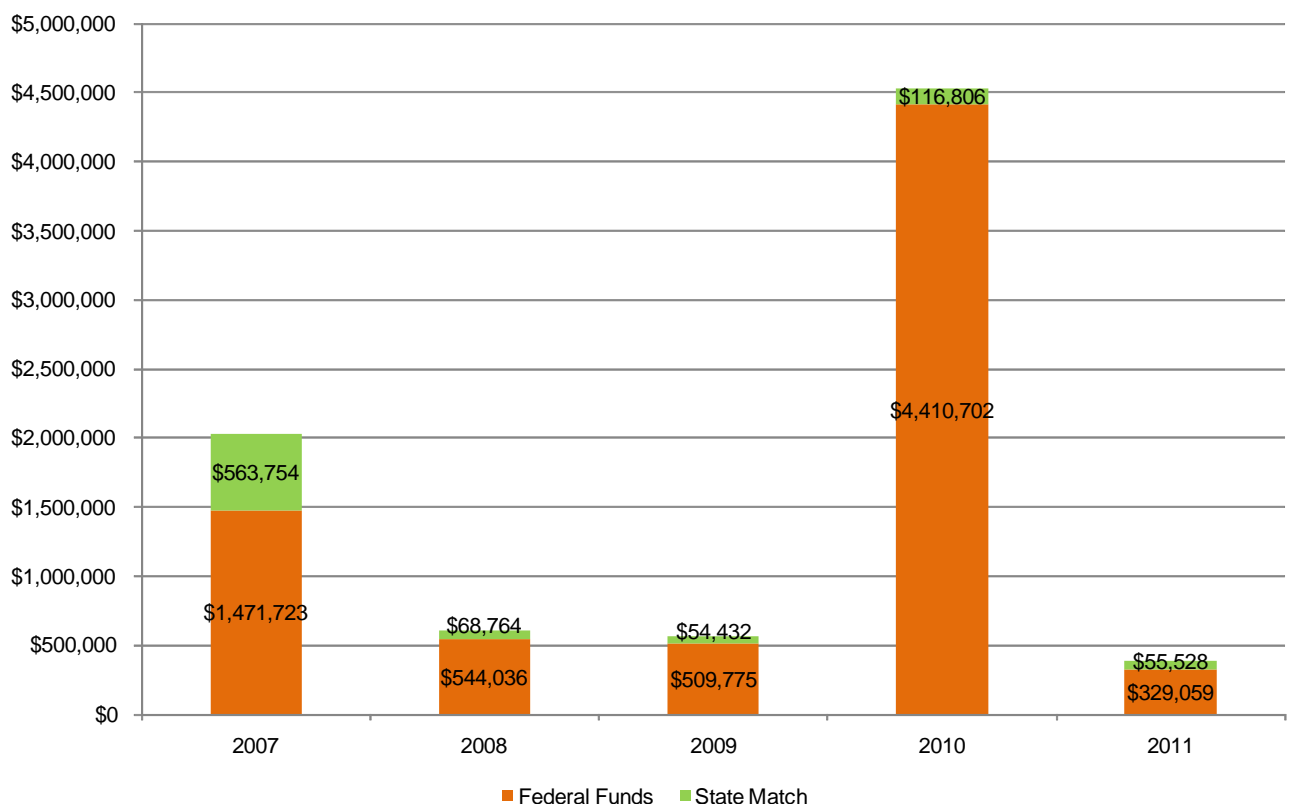
FY2007-2011*



In the past 4¼ fiscal years, the department has obtained 62 federal grants providing a total of \$7.26 million in federal funds and requiring \$859,284 in state matching funds. The average grant received lasts for about 15 months.

DOC Grant Funding

FY2006-2010

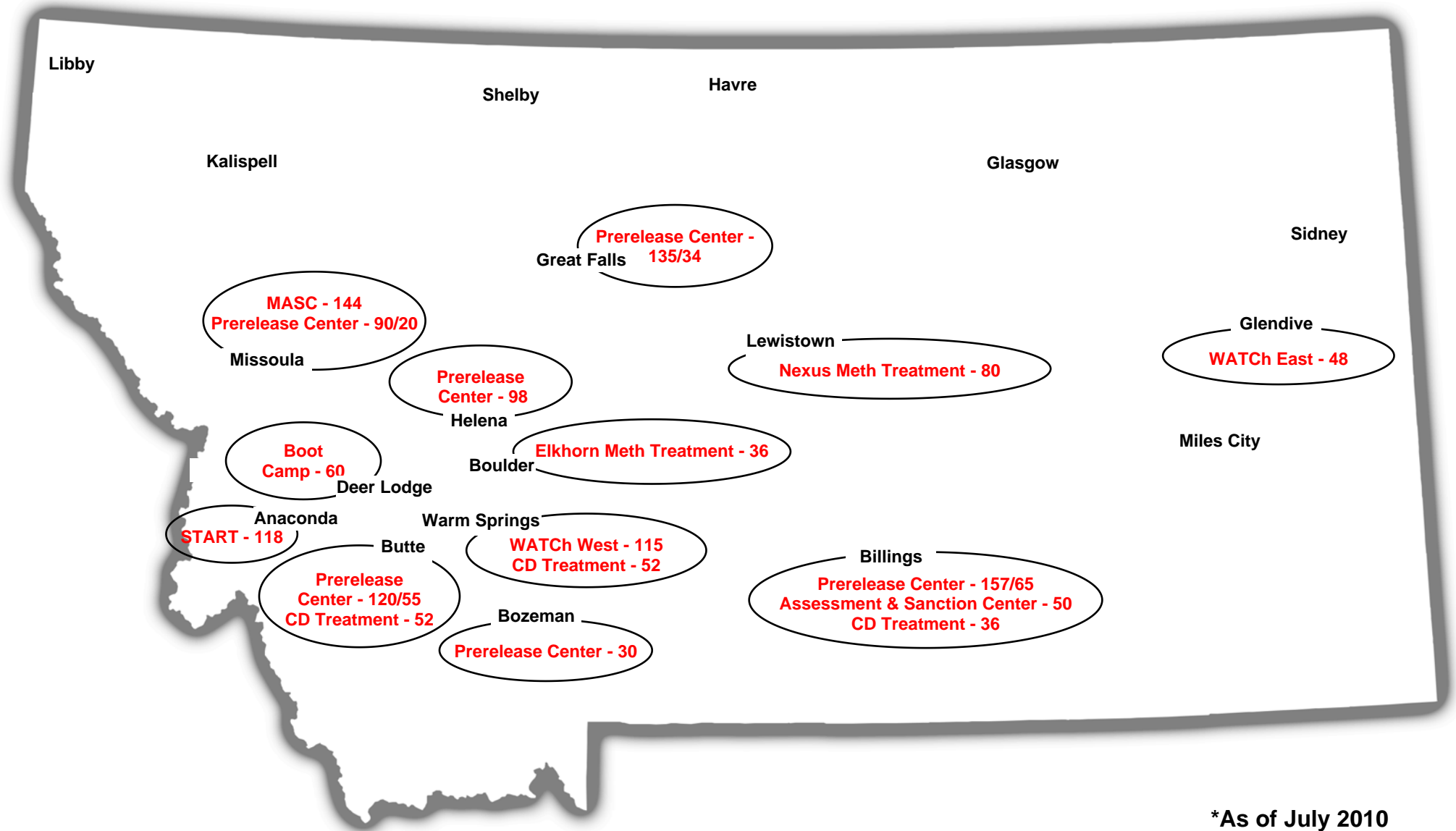


Adult Community Corrections

*This section contains statistical information concerning
community corrections programs
and offenders in those programs.*

Locations & Capacities of Community Corrections Programs*

(Does not include transitional living, day reporting, intensive or enhanced supervision - 536)

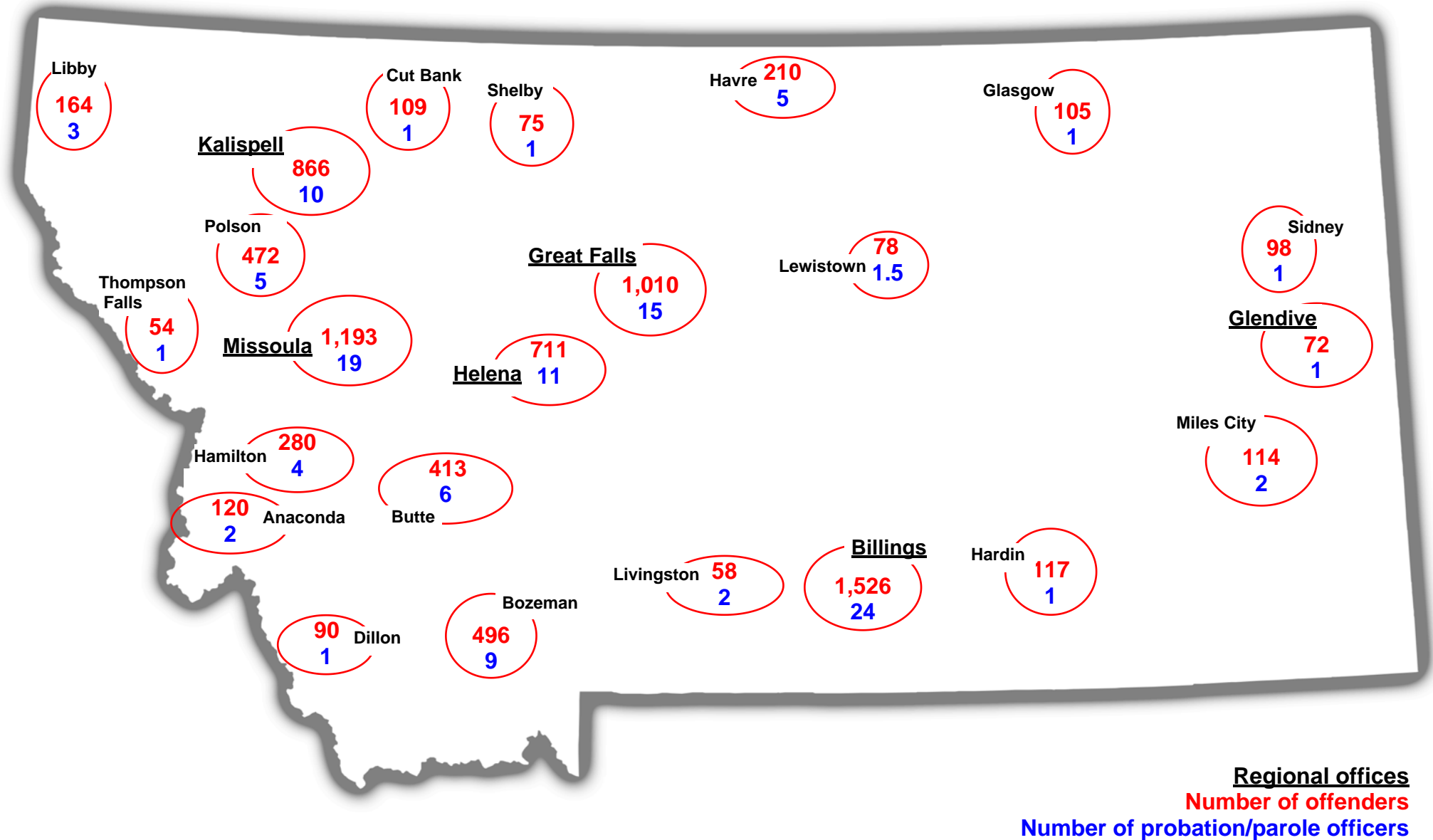


*As of July 2010
Prerelease center capacities: male/female

Probation & Parole Offices, Caseloads and Officers*

(Numbers are as of July 2010 - Does not include 16 institutional probation and parole officers)

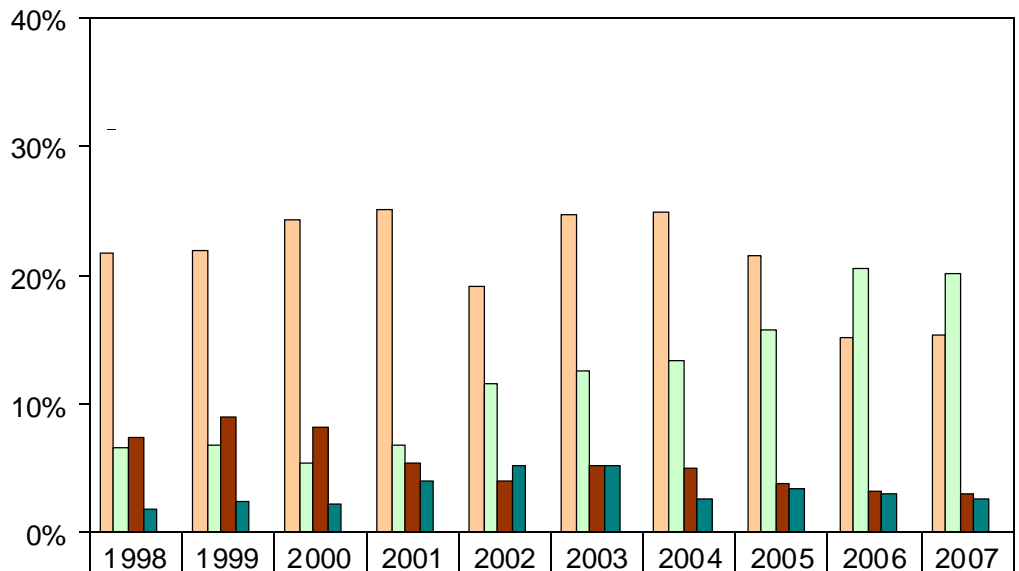
D-3



*Excludes 8 federal grant-funded officers (2 in Butte, one each in Cut Bank, Glasgow, Hamilton, Hardin and Havre)

Male 3-Year Return Rate

FY1998 - 2007



Violation to Prison	21.7%	21.9%	24.4%	25.1%	19.1%	24.7%	24.9%	21.4%	15.1%	15.2%
Violation to Alternate Placement	6.6%	6.8%	5.3%	6.7%	11.6%	12.6%	13.2%	15.6%	20.5%	20.2%
New Crime to Prison	7.4%	9.0%	8.2%	5.3%	4.0%	5.2%	4.9%	3.8%	3.2%	2.9%
New Crime to Alternate Placement	1.8%	2.4%	2.1%	4.0%	5.2%	5.2%	2.7%	3.5%	3.1%	2.5%
Total Return Rate	37.5%	39.1%	40.0%	41.1%	39.9%	47.7%	45.7%	44.3%	41.9%	40.7%

OMIS data extracted 7/14/2010

The rate at which offenders enter correctional facilities for any reason is a comprehensive measure of how a correctional system is working in efforts to rehabilitate offenders. The Department of Corrections uses two measures: return and recidivism.

The “return rate” is different than the “recidivism rate.” Returns refer to offenders entering or coming back to any correctional institution; the recidivism rate tracks only those offenders who return to prison.

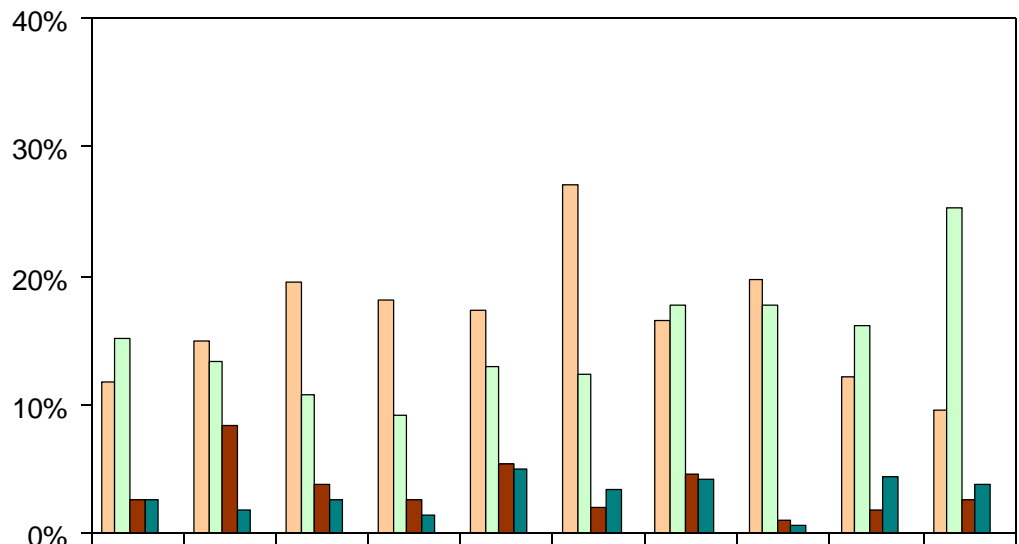
Recidivism follows the movement of offenders who were once in prison and then did something to warrant a return to prison – arguably the most problematic of offenders. The return rate is a broader gauge, but the department considers both rates to be important measures and continues to track and report both.

In adopting these distinctive definitions in 2008, the Department of Corrections joined a growing number of states endorsing an effort by the Association of State Correctional Administrators to achieve a single nationwide definition of recidivism.

Return and recidivism rates are measured over a three-year period following release because that time is considered adequate to determine offenders’ willingness to obey laws and comply with conditions of their community placement. The latest data on return rates, therefore, deals with offenders who were released in fiscal year 2007 and returned at any time though fiscal 2010.

Female 3-Year Return Rate

FY1998 - 2007



Violation to Prison	11.8%	15.0%	19.5%	18.2%	17.3%	27.0%	16.4%	19.6%	12.0%	9.5%
Violation to Alternate Placement	15.1%	13.3%	10.7%	9.1%	13.0%	12.3%	17.8%	17.7%	16.2%	25.3%
New Crime to Prison	2.5%	8.3%	3.8%	2.6%	5.4%	2.0%	4.5%	0.9%	1.9%	2.6%
New Crime to Alternate Placement	2.5%	1.7%	2.5%	1.3%	4.9%	3.3%	4.1%	0.6%	4.3%	3.7%
Total Return Rate	31.9%	38.3%	36.5%	31.2%	40.6%	44.6%	42.8%	38.8%	34.3%	41.1%

OMIS data extracted 7/14/2010

The return rate for male offenders has declined for four consecutive years, from a high of nearly 48 percent for those offenders released in 2003 to 40.7 percent for those released in 2007.

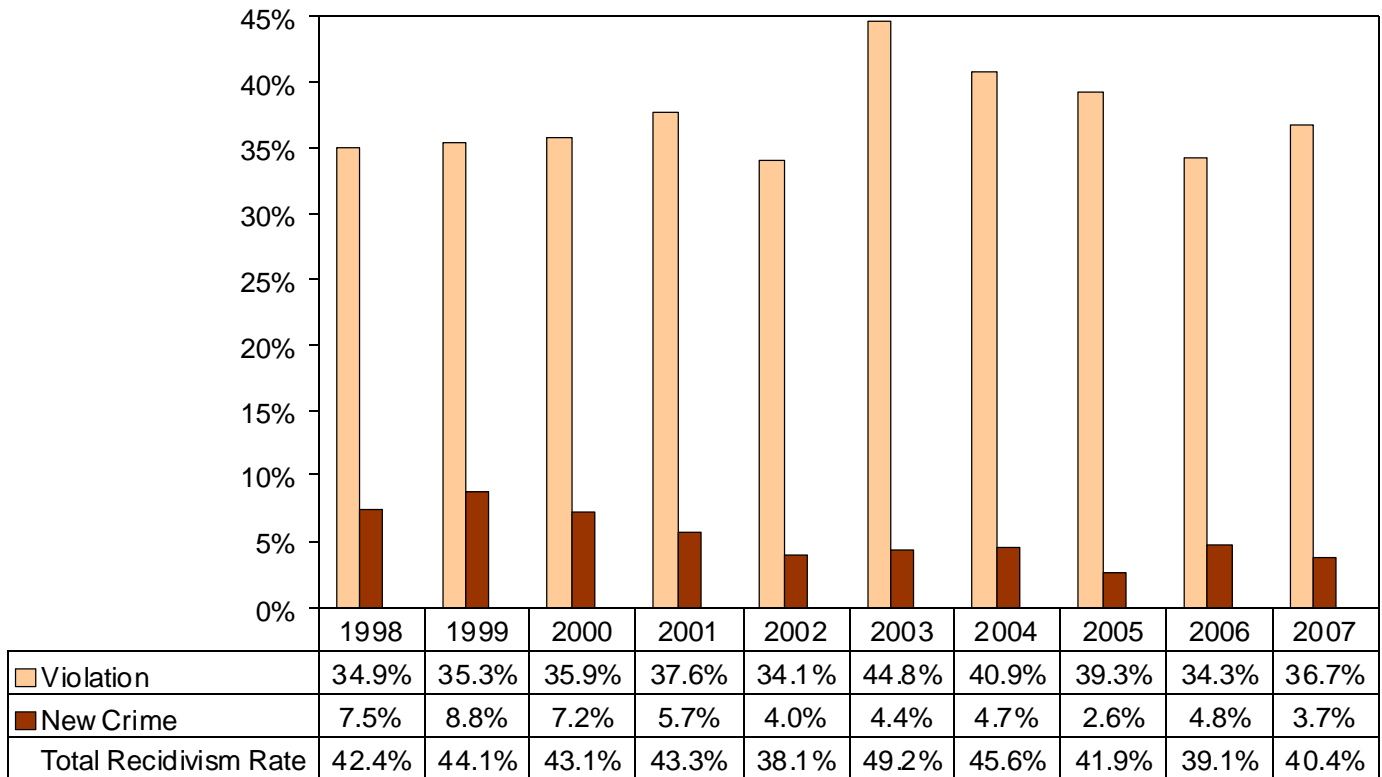
Nearly 56 percent of offenders returning to a correctional facility are placed in a program other than prison. Ten years earlier, only 22.4 percent were placed in non-prison programs.

The return rate for female offenders released in 2007 increased from the year before, but remained below the levels for those offenders released in 2003 and 2004.

Seventy percent of women returning to a correctional facility after being released in 2007 were placed in alternative-to-prison programs. Ten years earlier, that number was just 55 percent.

Male 3-Year Prison Recidivism Rate

FY 1998 - 2007



OMIS data extracted 7/12/2010

The recidivism rate measures the proportion of offenders who were once in prison and return to prison for any reason within three years of release. Because of that three-year period, the latest data looks at the recidivism rate for offenders released in fiscal 2007.

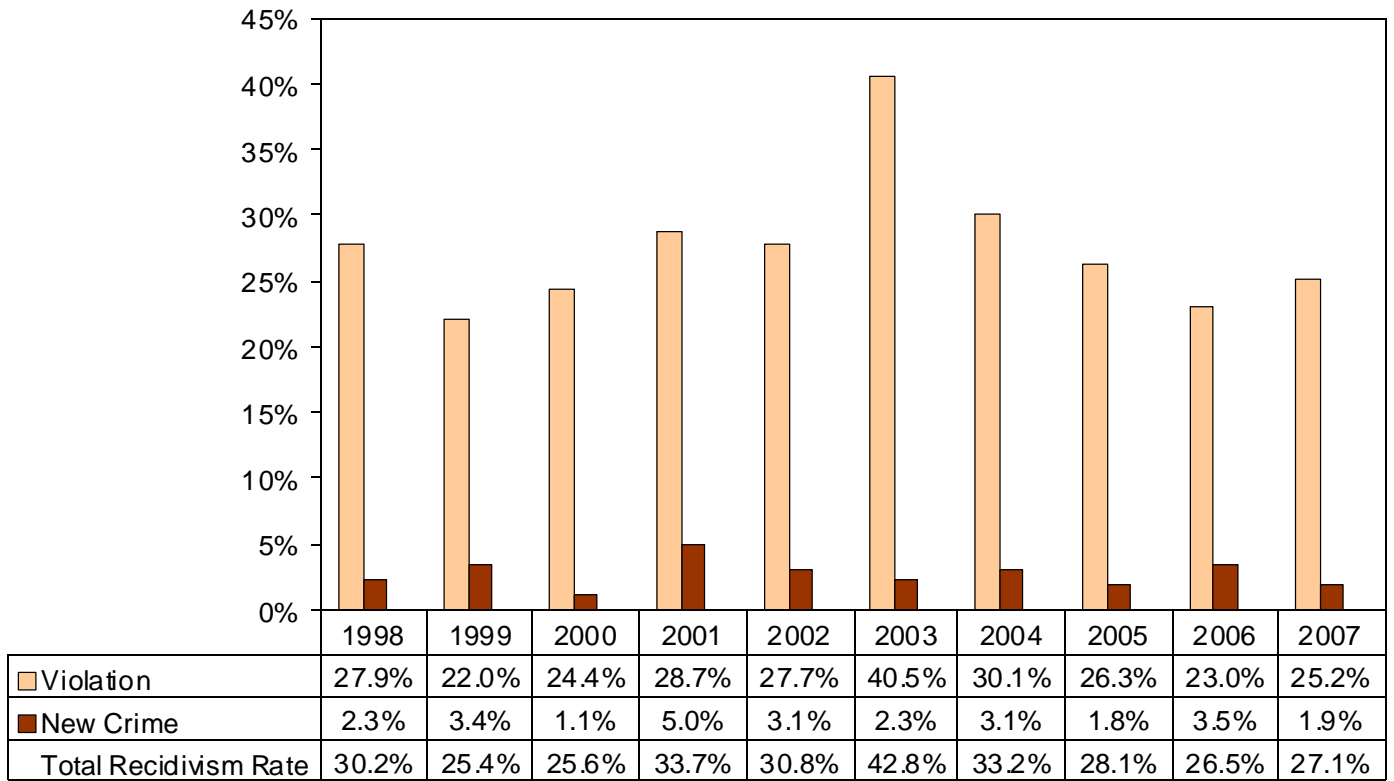
Montana's overall recidivism rate is 37.6 percent.

About four out of every 10 male offenders released from prison in 2007 returned to prison within three years. Although that is slightly higher than the 2006 rate, it is the third-lowest in the past 10 years and a significant decrease from the 49 percent recidivism rate in 2003.

Only 9 percent of offenders returned for new crimes; the remainder were sent back to prison for a violation of the conditions imposed on their community placement. Ten years earlier, new crimes were the reason for 18 percent of those returned to prison.

Female 3-Year Prison Recidivism Rate

FY 1998 - 2007



OMIS data extracted 7/12/2010

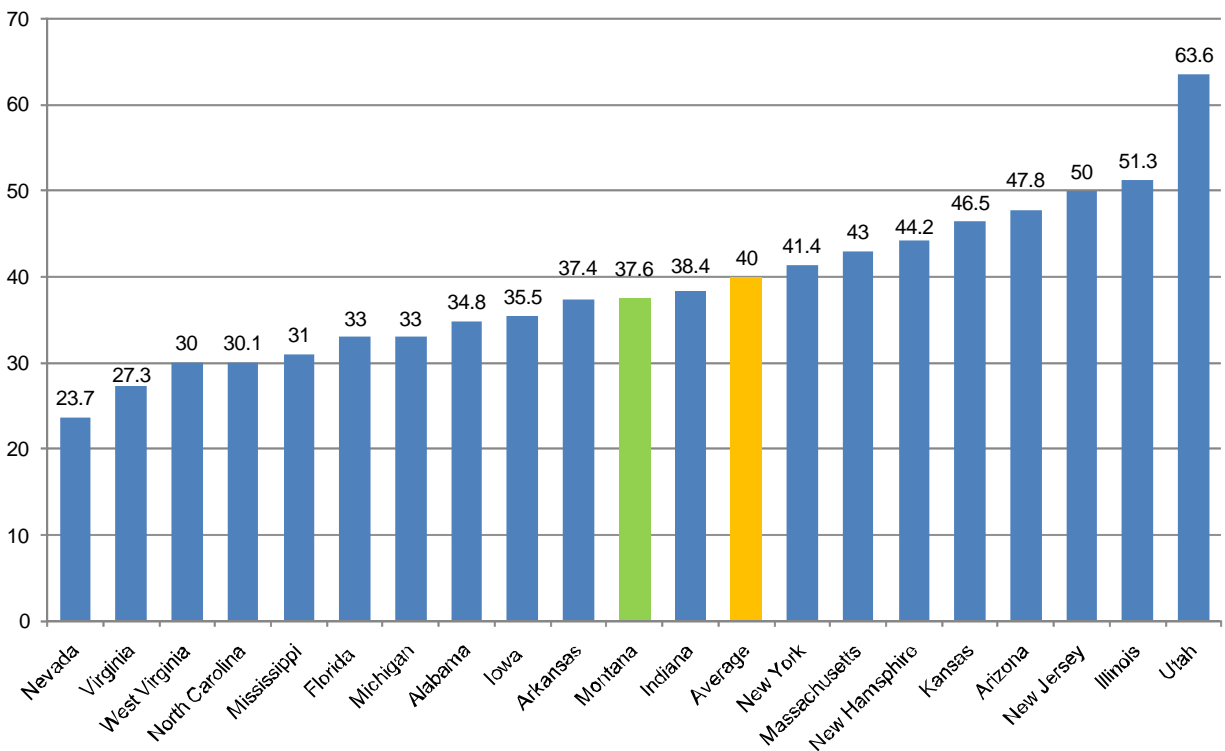
Montana's female recidivism rate, like that for males, increased slightly for those released in 2007, but remains far below the peak of nearly 43 percent reported for 2003.

Just 7 percent of offenders returning to prison within three years of being released in 2007 were incarcerated for new crimes. That is similar to the 7.6 percent rate 10 years earlier, but less than half the 14.8 percent new conviction rate found among those released in 2001.

Comparing Montana's recidivism rate with other states and the nation is difficult because states have a variety of definitions. A 2010 survey by the Association of State Correctional Administrators showed 19 states have recidivism definitions comparable to that used in Montana. Those states had an average recidivism rate of 40 percent, compared with Montana's rate of 37.6 percent. (*See page D-8*)

State Recidivism Rates From 2010 ASCA* Survey

(based on comparison of states with similar definitions of recidivism)

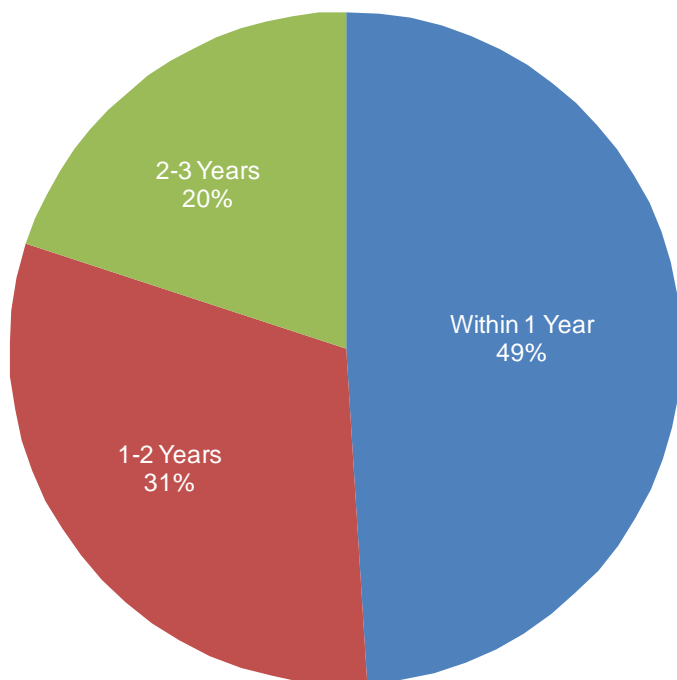


* Association of State Correctional Administrators

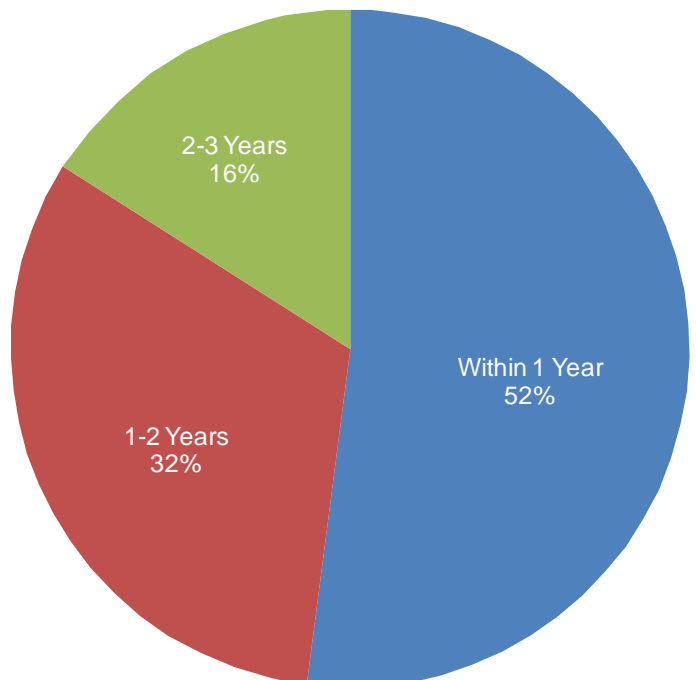
Offender Return Timing

FY2006-2007

Females



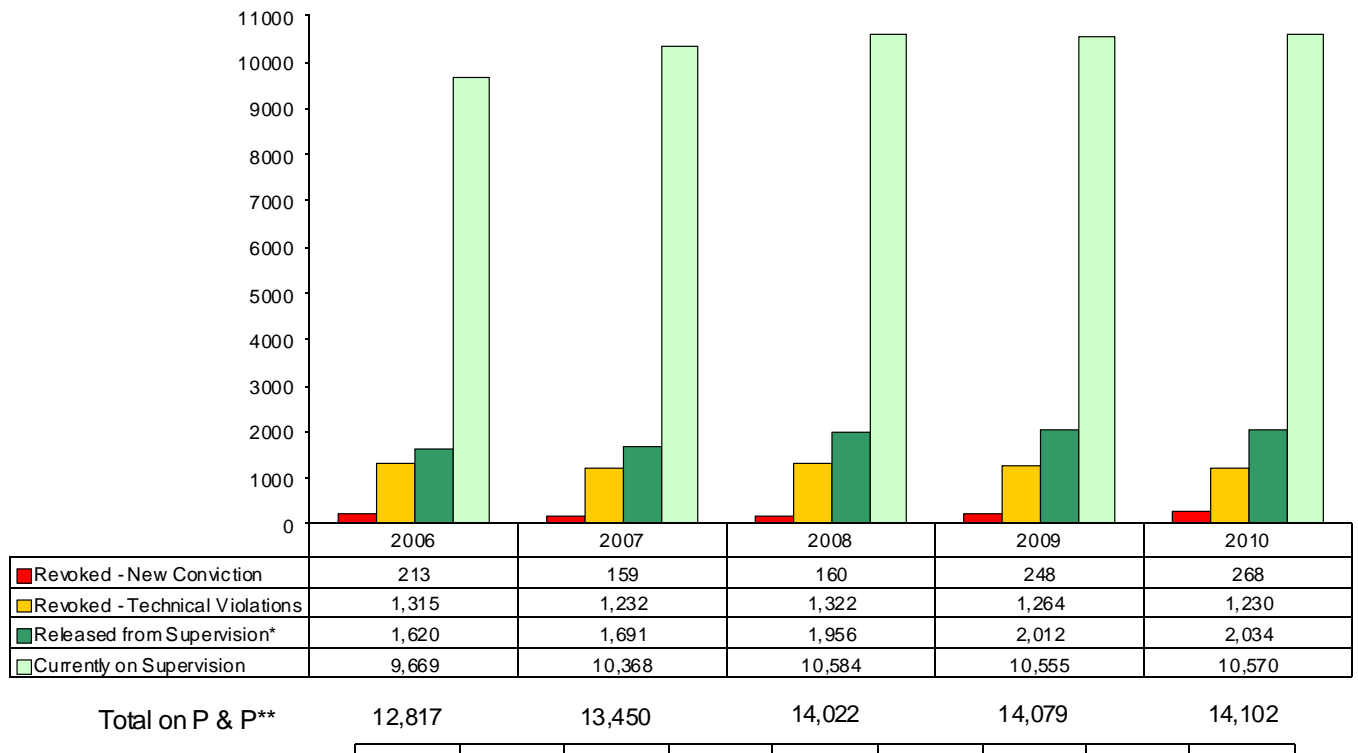
Males



Source: OMIS - Updated: 7/10/2010

Probation and Parole Outcomes

FY 2006 - 2010



* Released from Supervision includes those whose sentence expired, were granted an early release, were released by court order or were deceased.
 ** Total on P & P includes all persons who were under P & P supervision at some point in time during each fiscal year; it is not average daily population.
 Data compiled from OMIS 7/28/2010

During the past five years, an average of 1,482 offenders on probation or parole had their community placements revoked. The number of revocations has remained fairly constant in that time, declining 2 percent between 2006 and 2010.

Violations of conditions placed on an offender's community placement are the most common reason for revocations. In the past five years, violations accounted for 86 percent of revocations. New crimes were the reason in 14 percent of cases.

On average, about 11 percent of offenders on probation and parole are revoked annually. (The total number of offenders on probation or parole counts all those who were in that status at some point during the year. It is not the average daily population.)

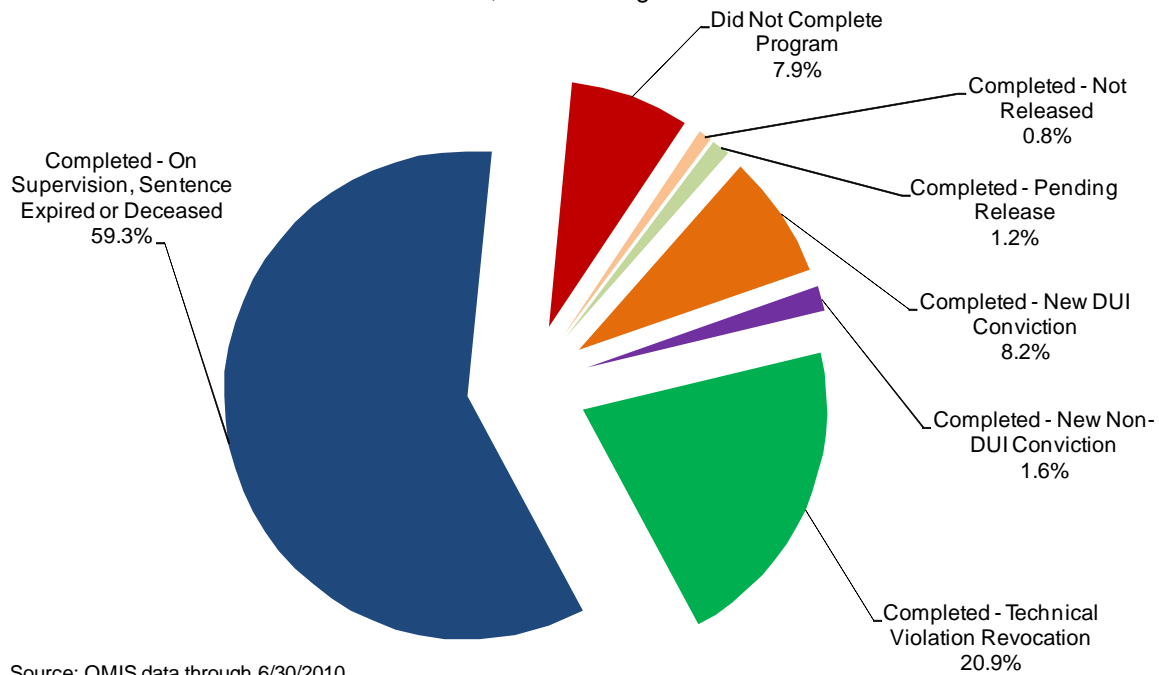
The number of offenders on probation and parole at some point in each year increased 10 percent between 2006 and 2010.

On average, 13.5 percent of those on probation and parole complete their sentences and are released from supervision annually. The rate of successful completion has improved from 12.6 percent in 2006 to 14.4 percent in 2010.

Warm Springs Addiction Treatment & Change

3/1/2002 to 6/30/2010

2,439 Discharges*



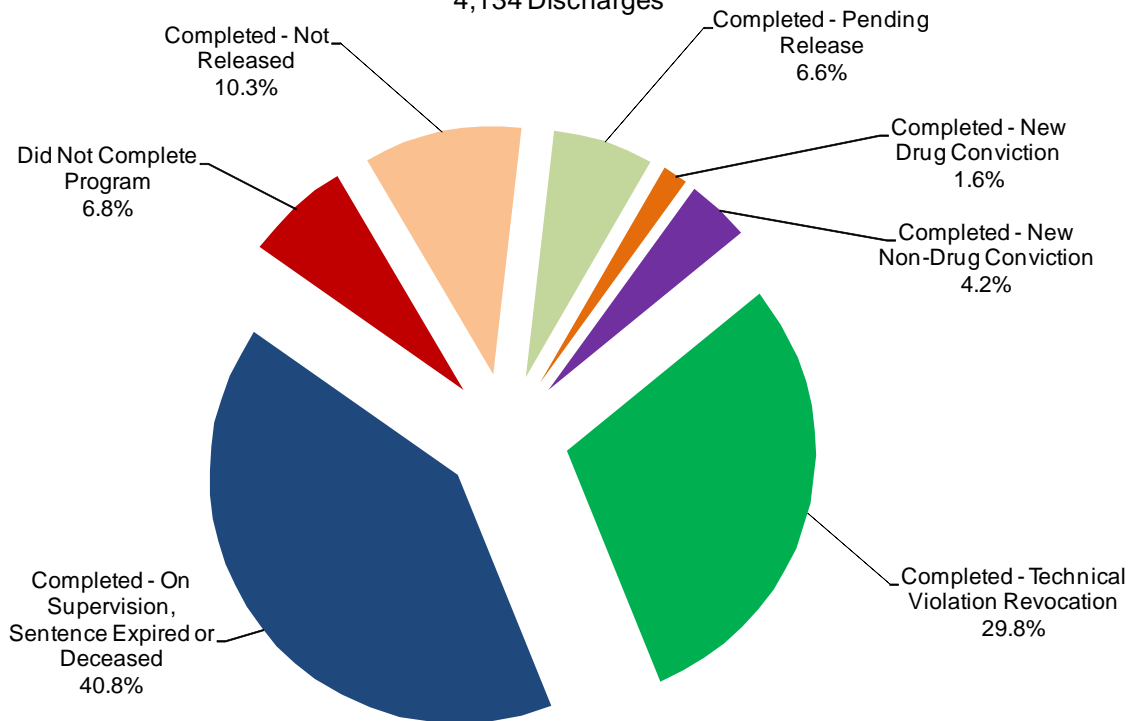
Source: OMIS data through 6/30/2010

*Some offenders were admitted for treatment more than once.
Some offenders received an Intervention due to alcohol or drug use but were not revoked.

Connections Corrections

1998-2010

4,134 Discharges*

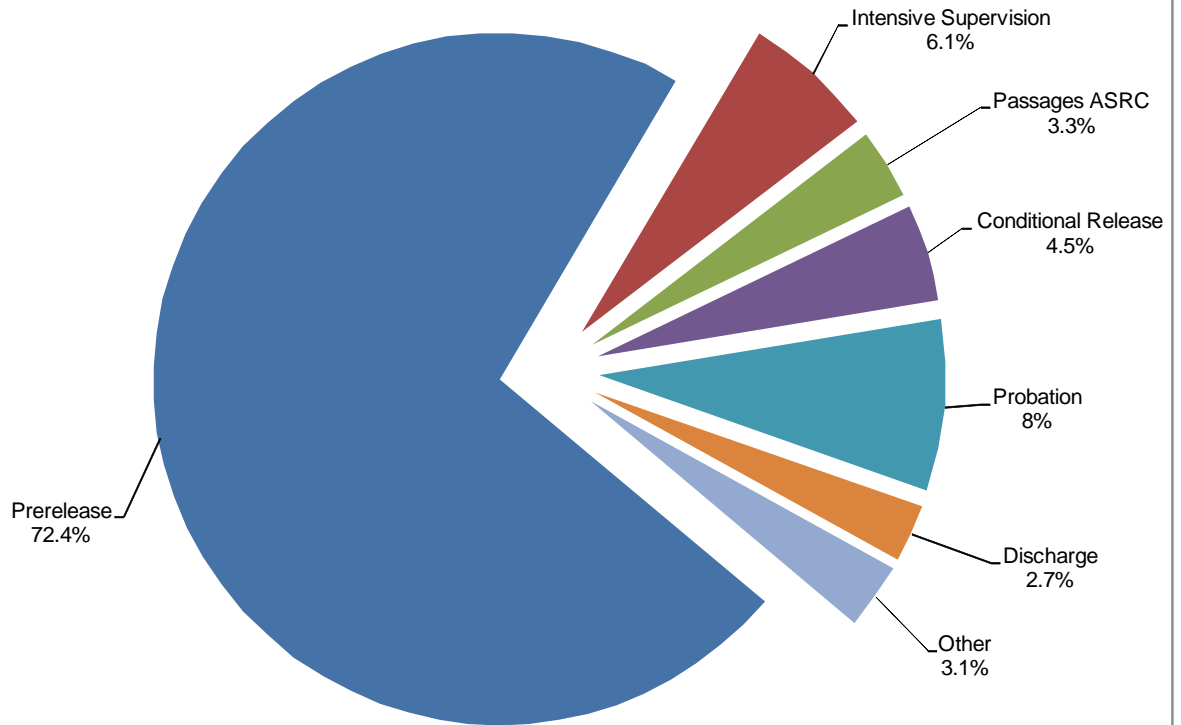


Source: OMIS data through 6/30/2010

*Some offenders were admitted for treatment more than once.
Some offenders received an Intervention due to alcohol or drug use but were not revoked.

Passages Alcohol & Drug Treatment Center

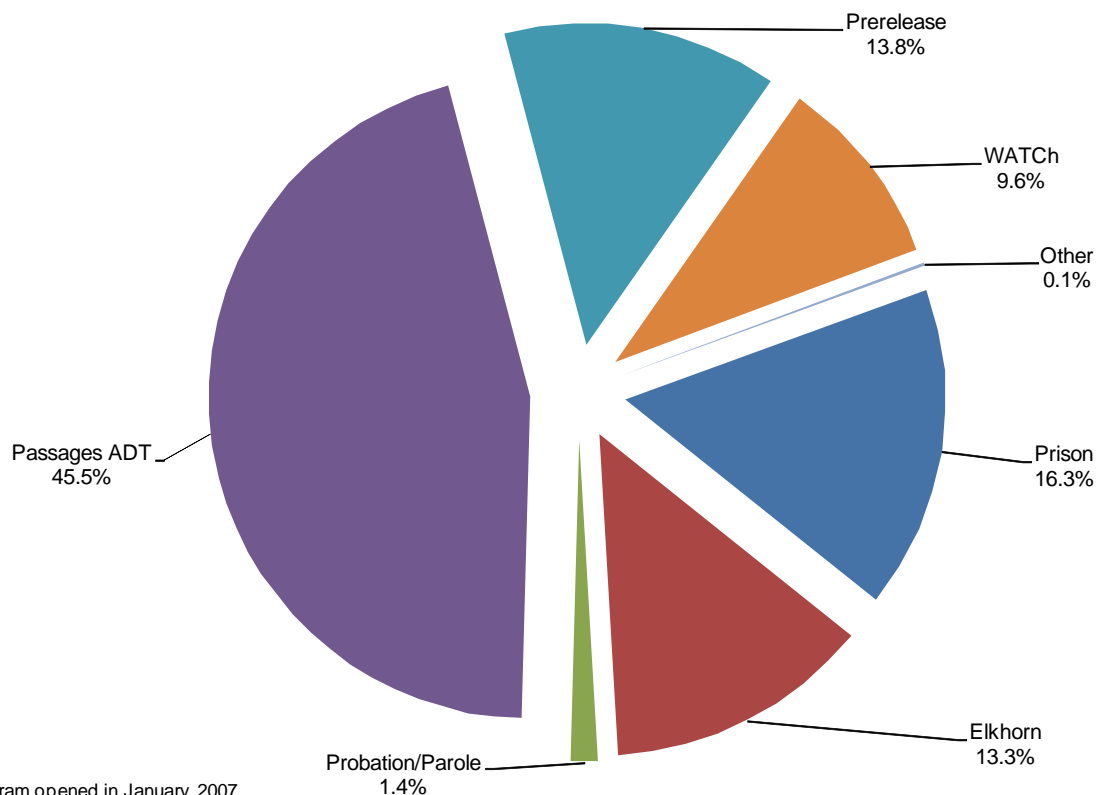
Placements for 578 Female Offenders
FY2008*-FY2010



*Program opened in January 2007

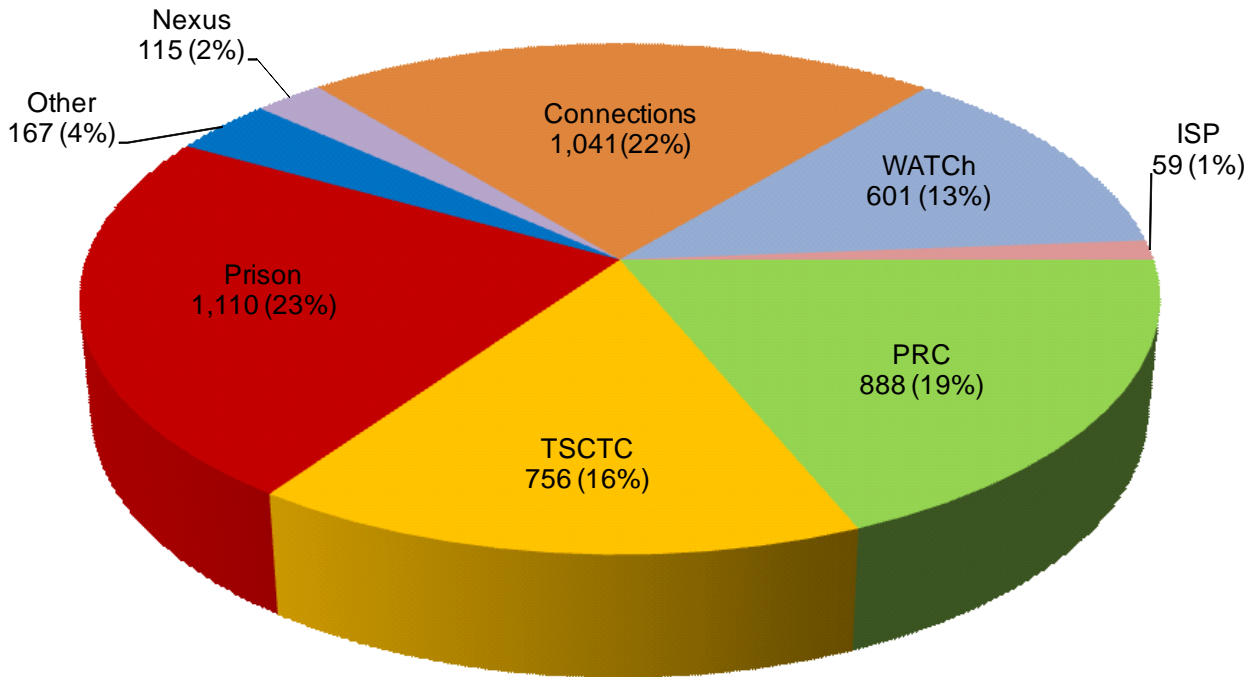
Passages Assessment, Sanction & Revocation Center

Placements for 804 Female Offenders
FY2008*-2010



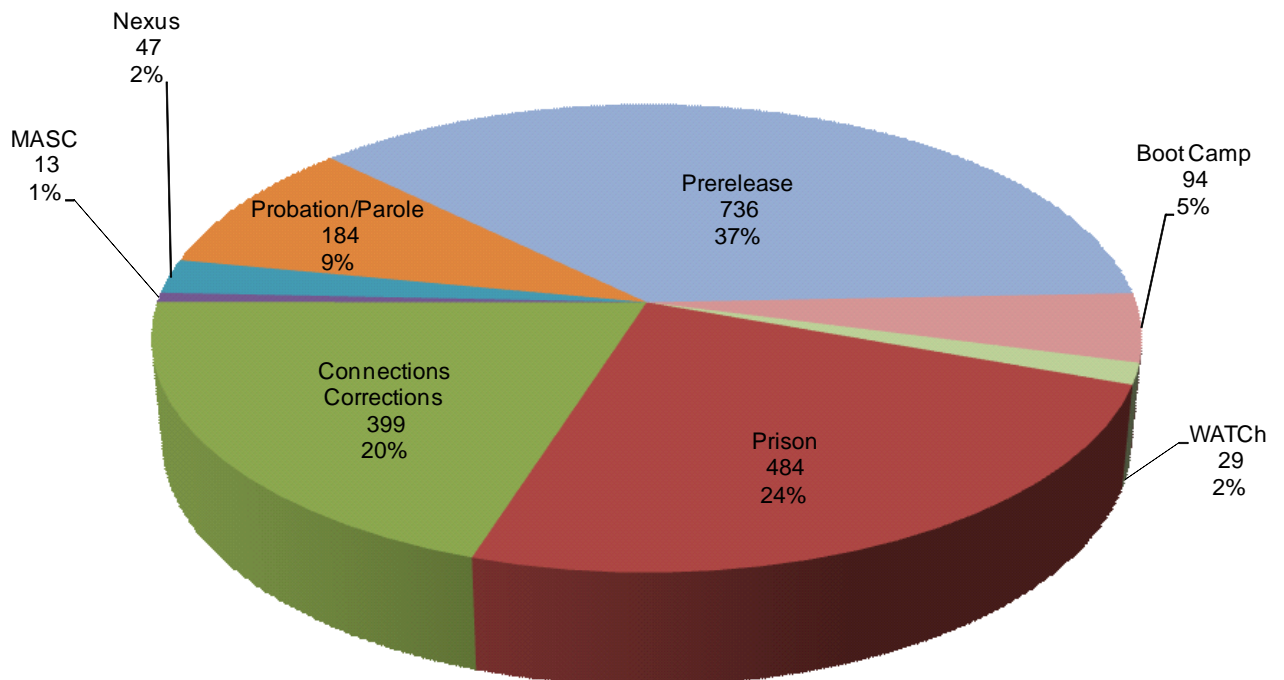
*Program opened in January 2007

Missoula Assessment & Sanction Center (MASC) Placements for 4,737 Male Offenders FY2002-2010



NOTE: "Other" includes conditional release, deceased, sentence expiration, county jail

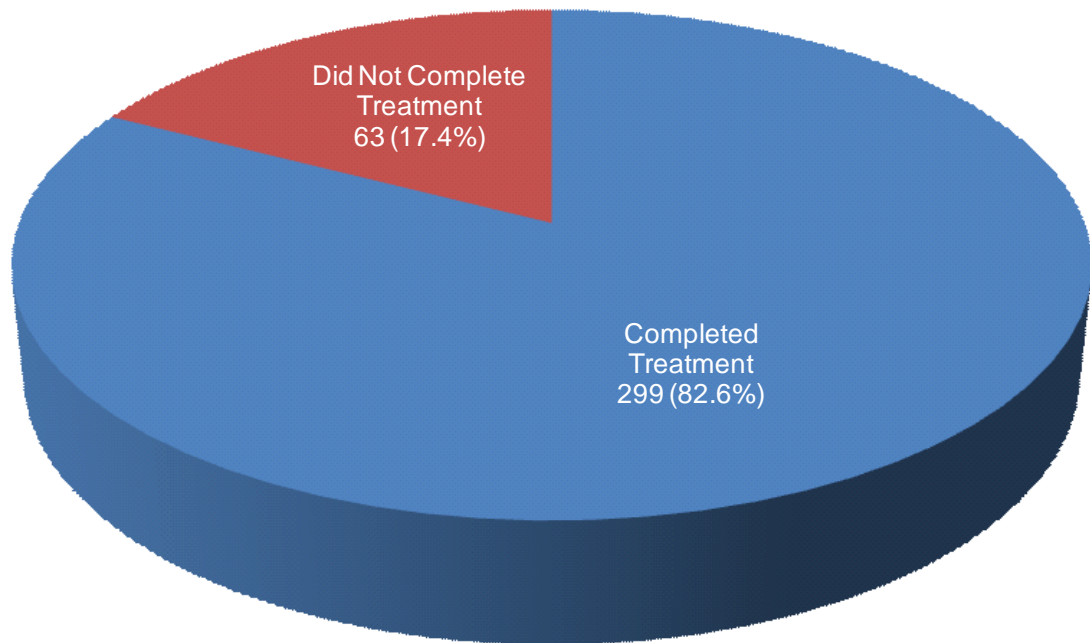
START (Sanction, Treatment, Assessment Revocation and Transition) Placements FY2006-FY2010



Source: OMIS, July 15, 2010

Completion Rate at Meth Treatment Centers

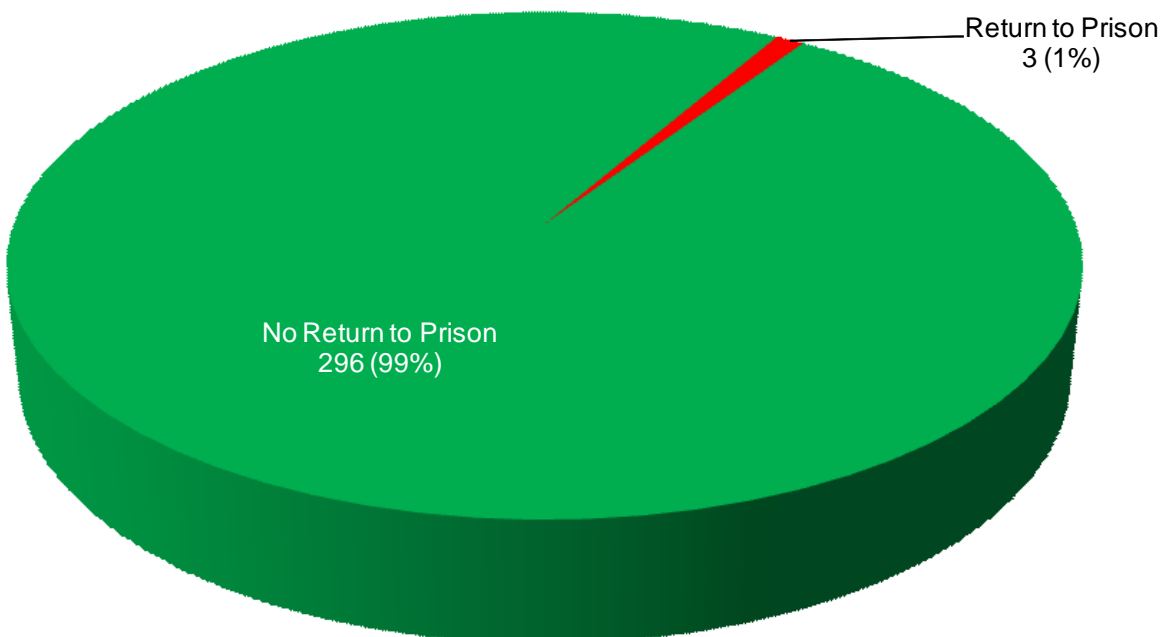
for a total of 362 offenders entering programs
(From programs' start in 2007 to June 2010)



Source: *Evaluation of Montana's Residential Methamphetamine Treatment Programs*, Associate Professor Tim Conley, June 15, 2010

Meth Treatment Programs Success Rate

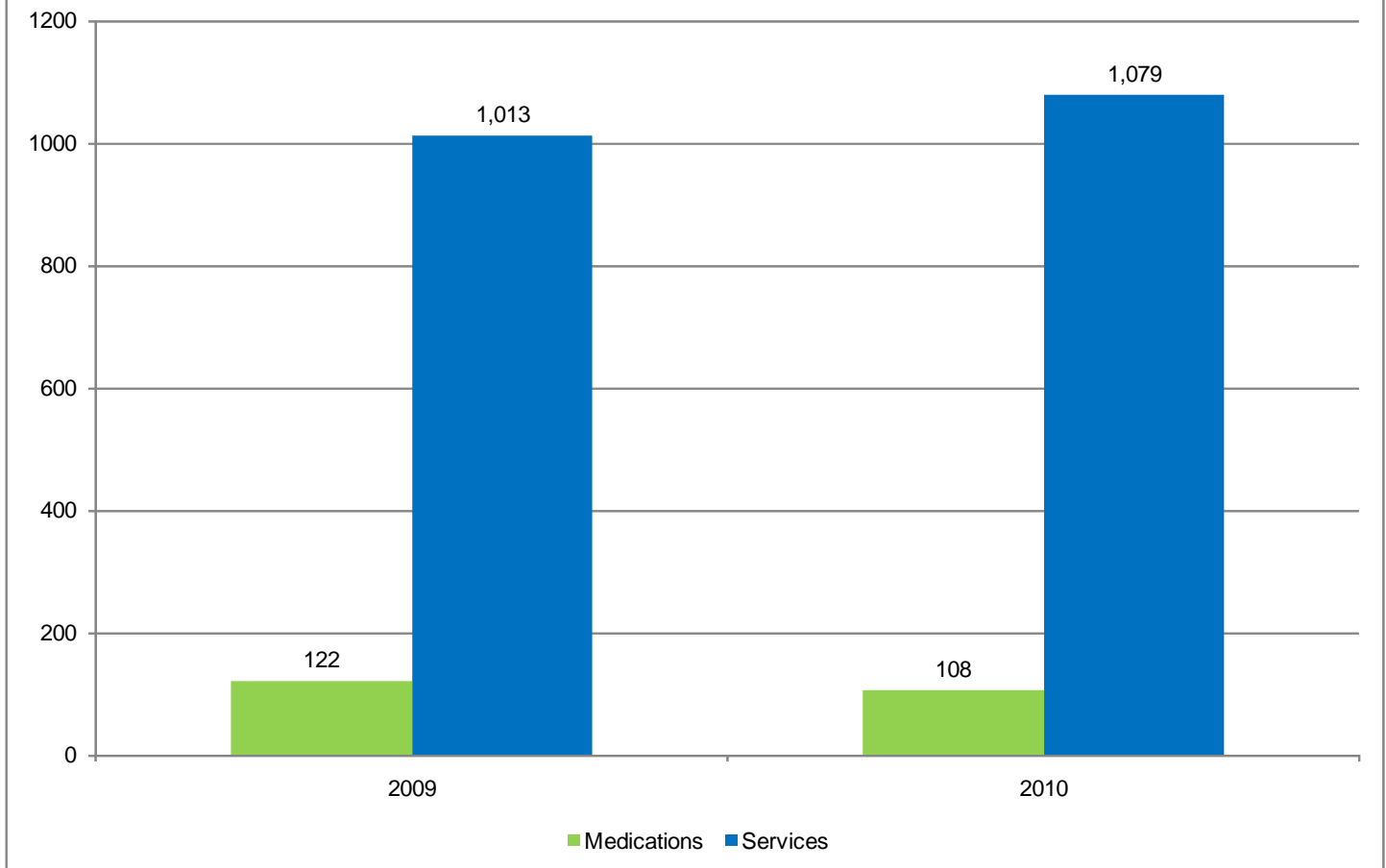
Outcomes for first 299 Offenders Completing
(From programs' start in 2007 to June 2010)



Source: *Evaluation of Montana's Residential Methamphetamine Treatment Programs*, Associate Professor Tim Conley, June 15, 2010

Offender Use of Mental Health Program

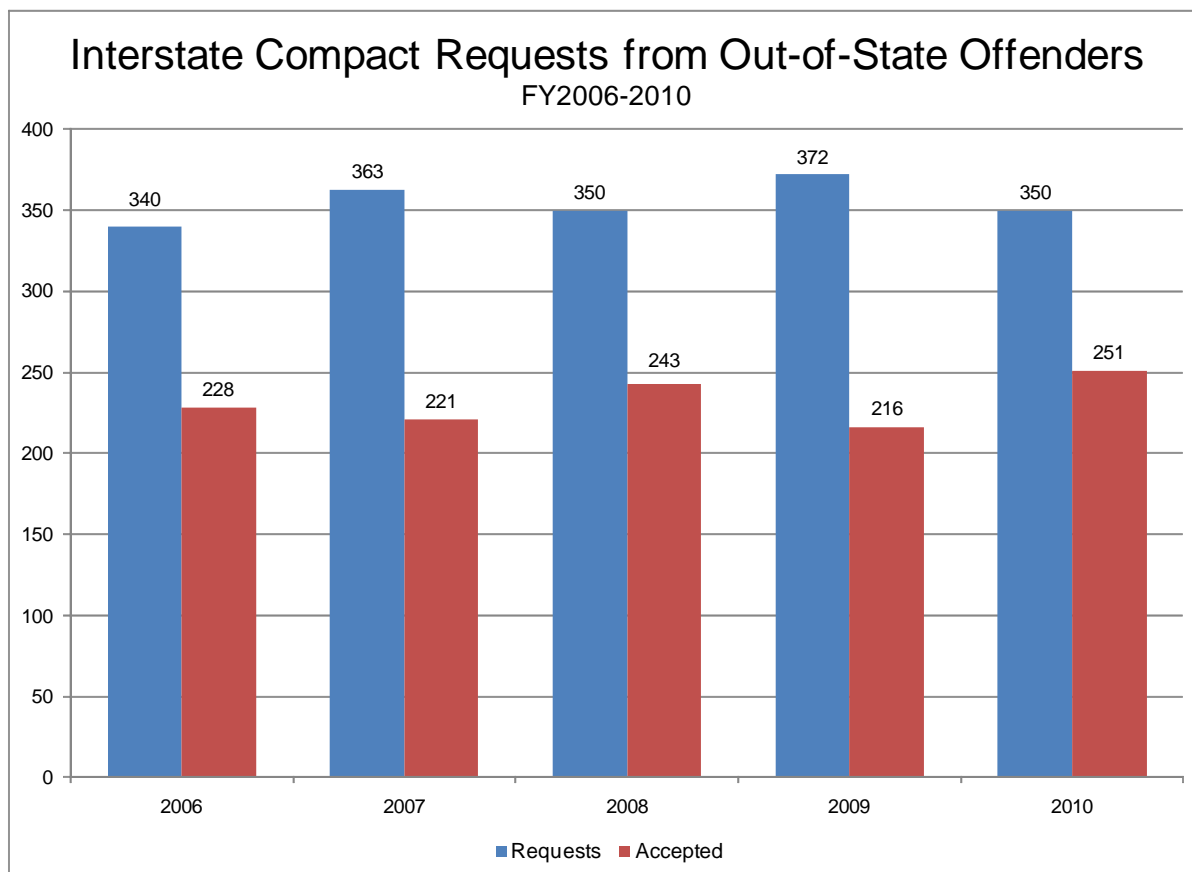
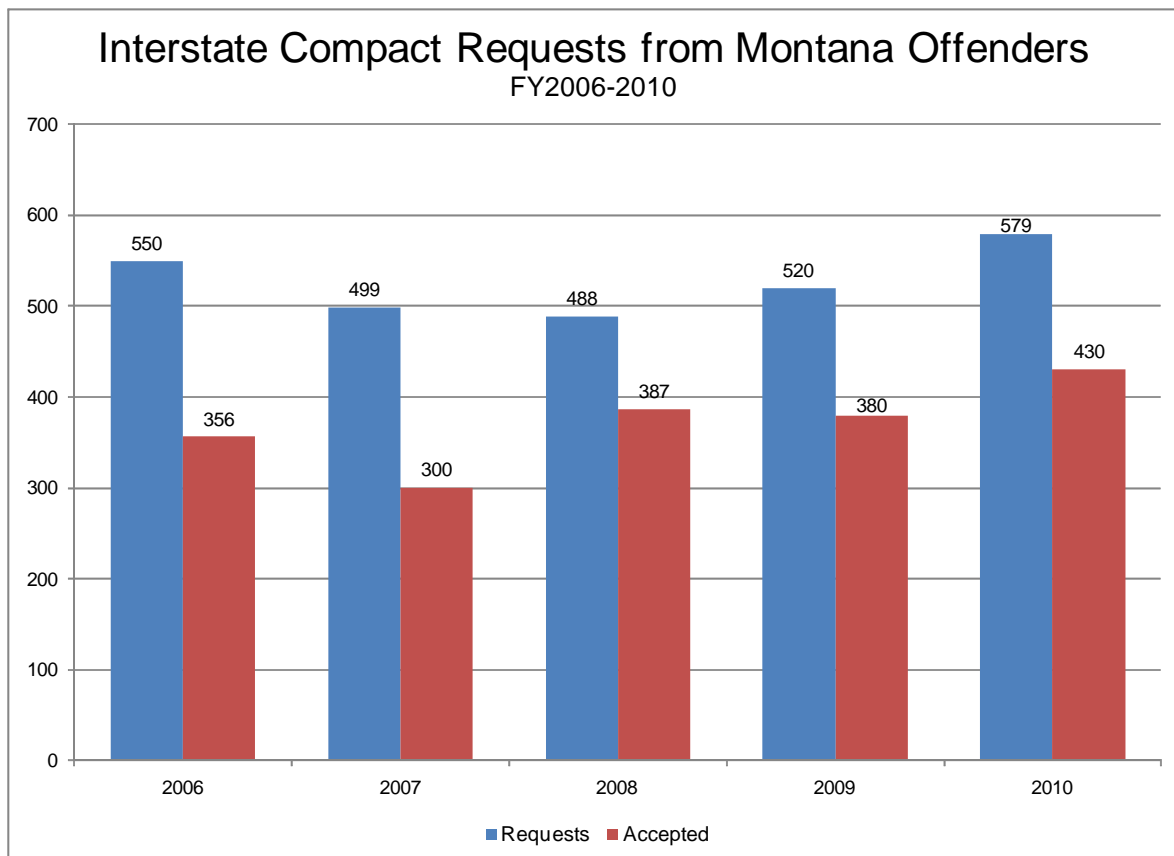
FY2009-2010



In 2008, the department started a program to provide mental health services and medications to offenders in prerelease centers and on probation or parole who were ineligible for traditional publicly funded mental health programs. These individuals are ones who require some treatment or medication to maintain a stable community placement. Offenders have access to clinical services, therapy, assessment, emergency counseling, crisis management and stabilization and medication monitoring. The program temporarily covers needed medication until an offender can qualify for other public assistance programs.

In its first two years, the program provided services to 2,082 offenders and medications to 230 offenders.

An average of 527 Montana offenders annually asked to be supervised in other states during the past five years. About seven out of every 10 offenders (371 per year) were accepted by corrections officials in other states.



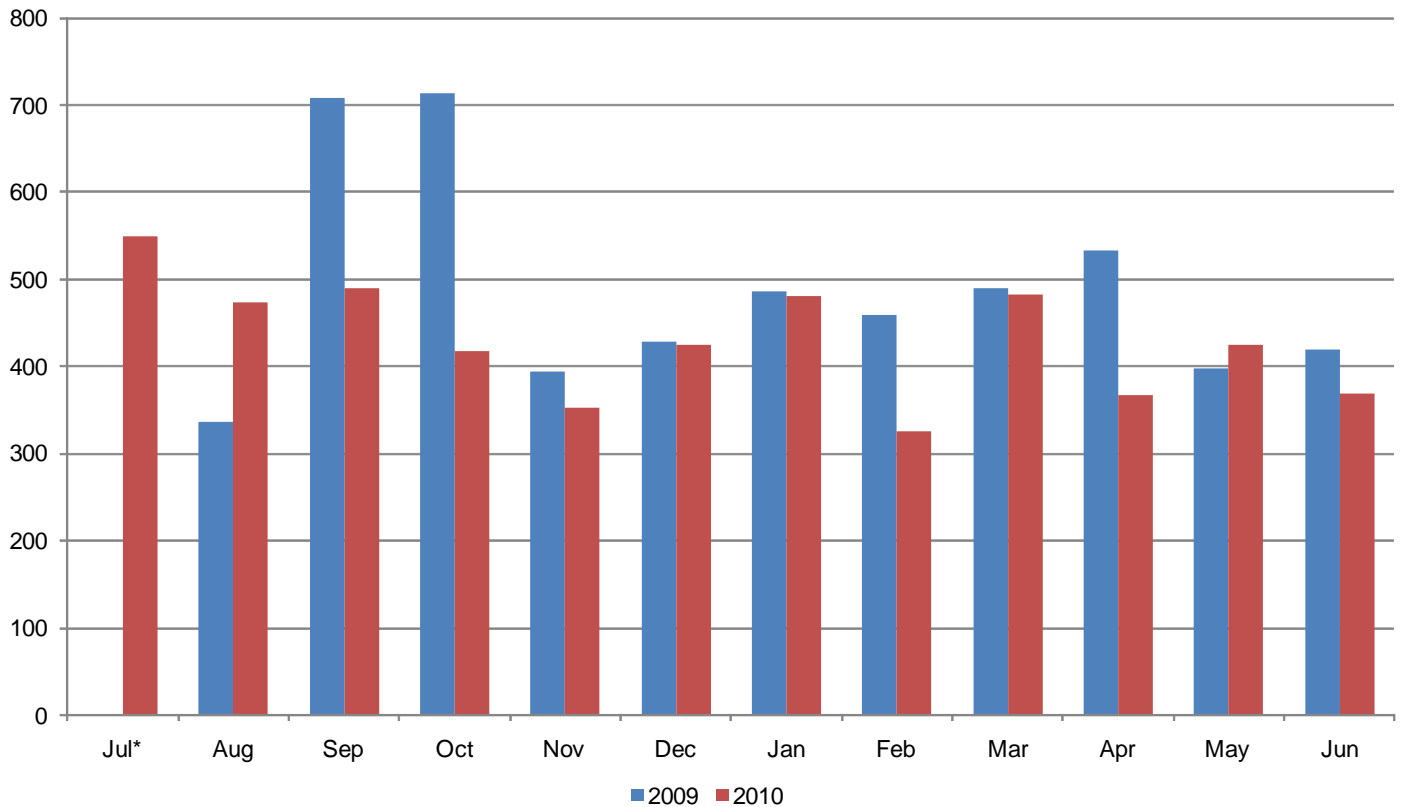
In each of the past five years, an average of 355 offenders from other states asked to be supervised in Montana. About two-thirds of those (232 per year) were accepted by Montana's corrections authorities.

Information Technology

*This section contains statistical information related to
information technology services.*

Service Desk Requests by Month

FY2009-2010

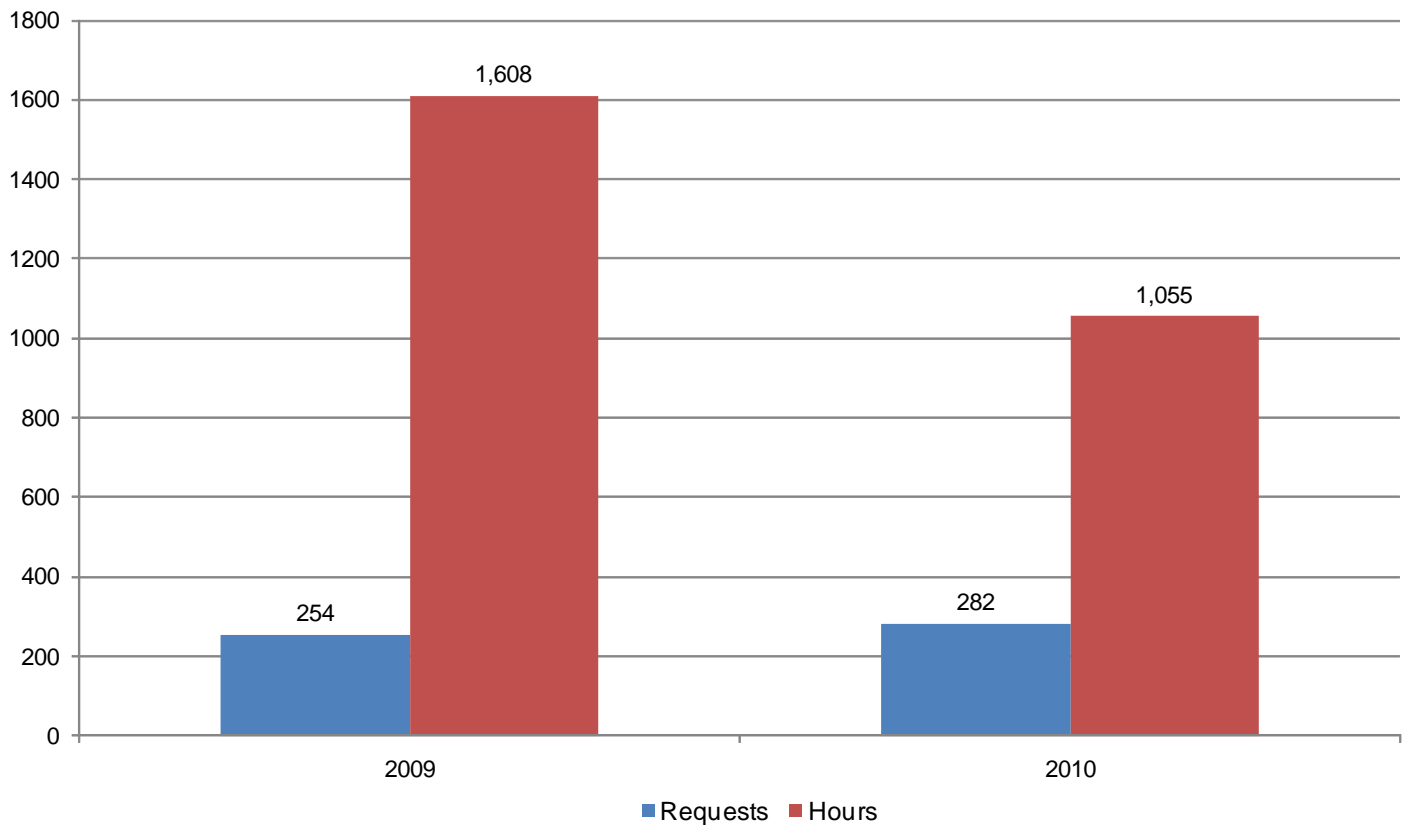


*No data for July 2008; tracking software first available in August 2008

In an agency with more than 1,300 employees spread throughout Montana, more than 800 computers, scores of printers and miles of data lines, the ability to keep the information technology system operating is crucial. The Department of Corrections has a service desk for fielding, prioritizing and relaying trouble calls. In the past two years, the service desk handled 12,532 phone calls or e-mails identifying an IT issue needing to be addressed. The desk deals with about 500 calls a month, or about 23 per day. The high number of requests in September-October 2008 reflects reporting and staff-use issues that arose when the new Offender Management Information System was launched that fall.

Statistical Requests & Research Hours Needed to Respond

FY2009-2010



NOTE: Excludes 600 hours of work on population projections and biennial report

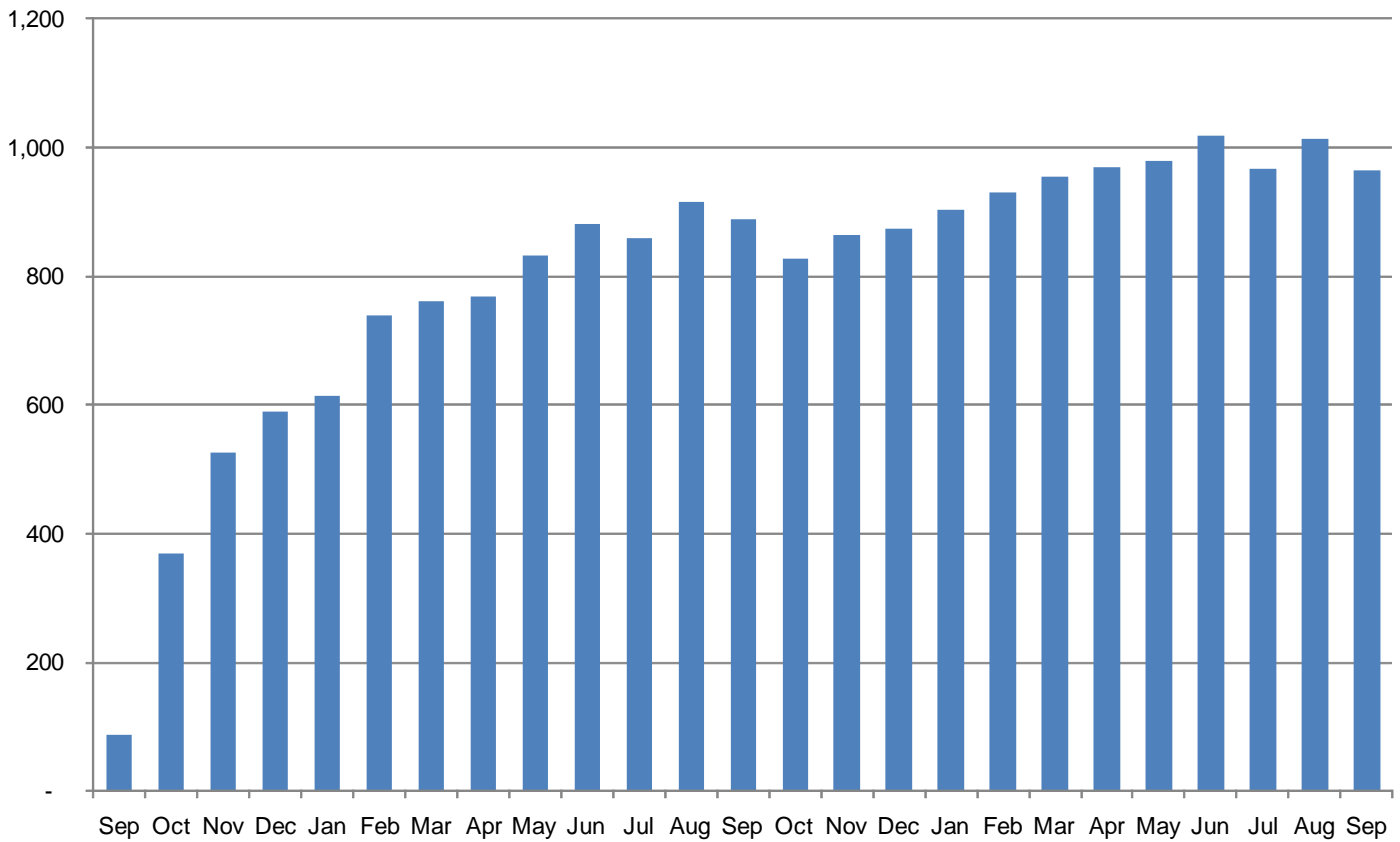
Statistics are an essential part of measuring operations in the Department of Corrections. Tracking offenders helps determine the effectiveness of programs, the need for additional services and capacity, sentencing patterns, crime trends, and future funding requirements. The staff fields requests for information from within the department, defense attorneys, prosecutors, legislators, contractors providing correctional services to the department, national correctional organizations, other state and federal agencies, and the general public.

The requests and research hours recorded in fiscal years 2009 and 2010 include a significant amount of time spent responding to requests submitted during the 2009 Legislature and those dealing with an interim legislative study on drunken driving.

The statistics do not include time spent on developing information for the department's biennial report and ongoing work on offender population projections, since those tasks are not associated with individual requests.

Average Daily Number of Chronological Entries in OMIS*

September 2008-September 2010



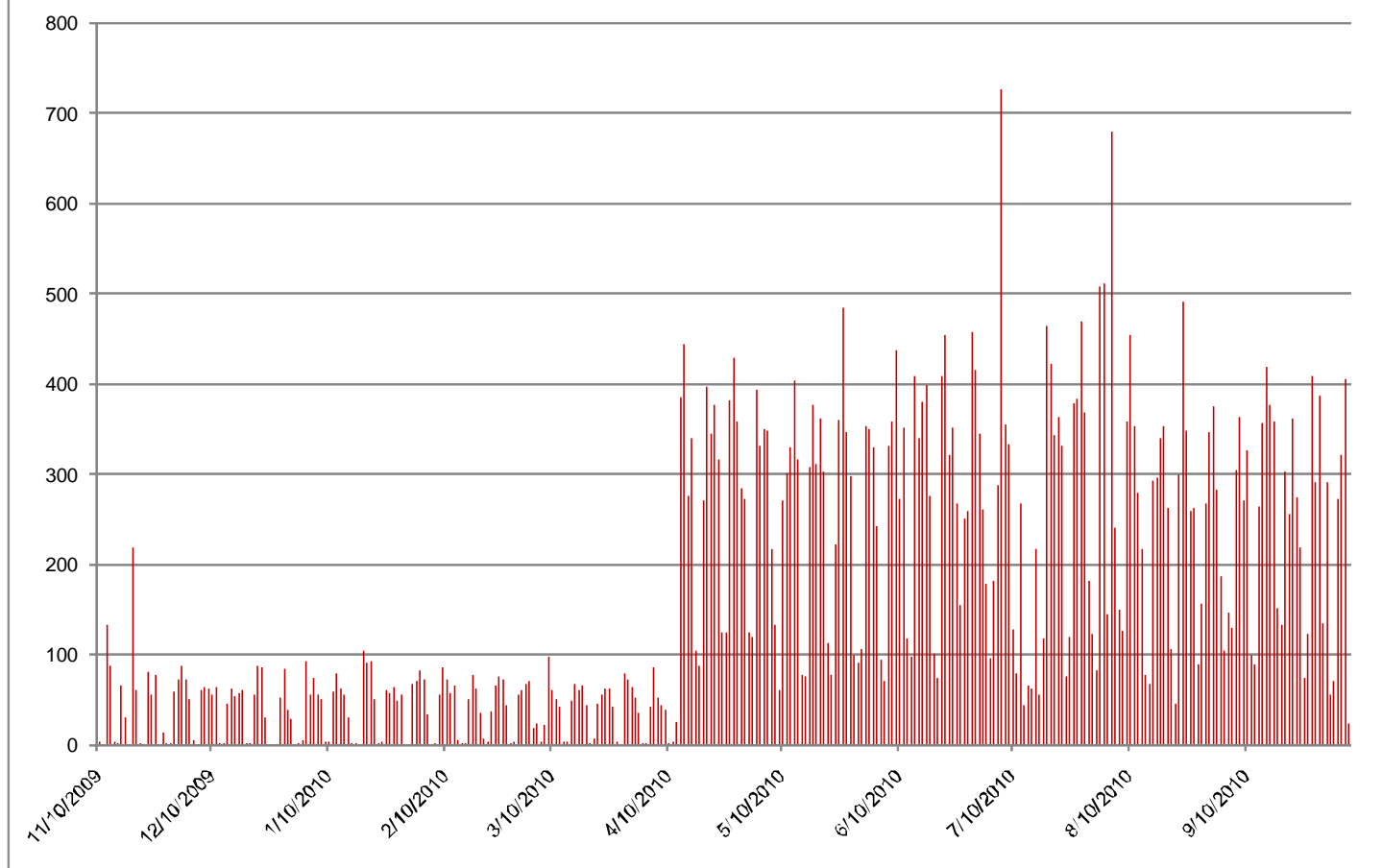
*Offender Management Information System

Chronological entries, or “chronos,” are used by probation and parole officers to record case activity involving offenders they supervise. The entries, which note contacts with offenders and significant developments in their lives as they relate to court-ordered supervision, provide a valuable record of how an offender is managed and how well he or she complies with conditions of community placement. With the launch of the sophisticated Offender Information Management System (OMIS) in September 2008, officers could enter chronos electronically and they could be reviewed by supervisors as well as other corrections professionals in secure facilities and community corrections programs. This extensive access helps ensure that offenders have access to the most suitable services and programs that improve their opportunities for rehabilitation.

Since OMIS began, officers have entered an average of 804 chronological notes per day. That equates to about one entry for each probationer or parolee every 10 days and six entries per officer. The average daily number of entries has gradually increased to more than 1,000 during the past two years.

Daily Integrated Justice Information System Transactions

Nov. 10, 2009-Oct. 7, 2010



The Montana Integrated Justice Information System (IJIS) broker was established to improve public safety through the timely and accurate sharing of criminal justice information among various justice-related agencies. The Department of Corrections participates in the program through its Offender Management Information System (OMIS) being available to provide other agencies with information about offenders. The number of daily transactions indicates instances where OMIS sends out information for other agencies to use.

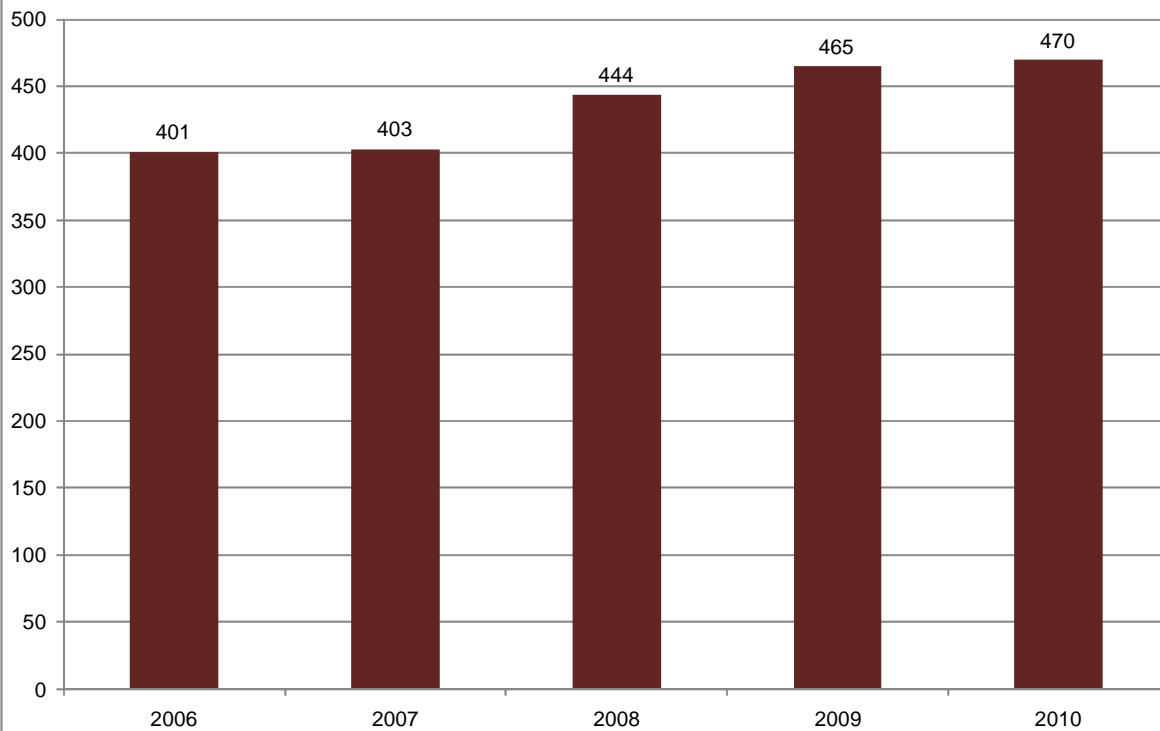
This chart tracks those transactions between Nov. 10, 2009 and Oct. 7, 2010. During that time, IJIS tapped OMIS an average of 168 times per day. The rate of use increased dramatically – from an average of 46 per day to 264 per day – beginning April 13, 2010, when the state Justice Department upgraded its system to begin fully using OMIS.

Montana Correctional Enterprises

*This section contains statistical information related to
the operation and management of
prison enterprise programs.*

MCE Inmate Employment

FY2006-2010

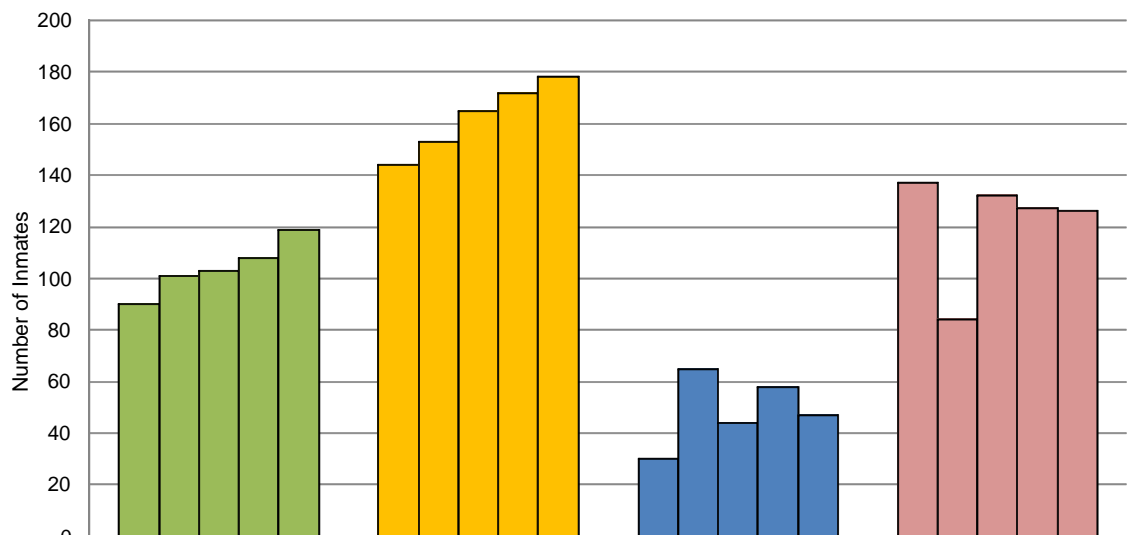


Montana Correctional Enterprises (MCE) operates programs that offer work and training opportunities for eligible offenders. MCE has increased the average daily number of inmates working in its programs by 17 percent over the past five years.

Industries employ the most inmates, accounting for almost 38 percent of all those working in MCE programs. Industry employment has increased more than 23 percent since 2006, while agricultural program employment has grown 32 percent in that time.

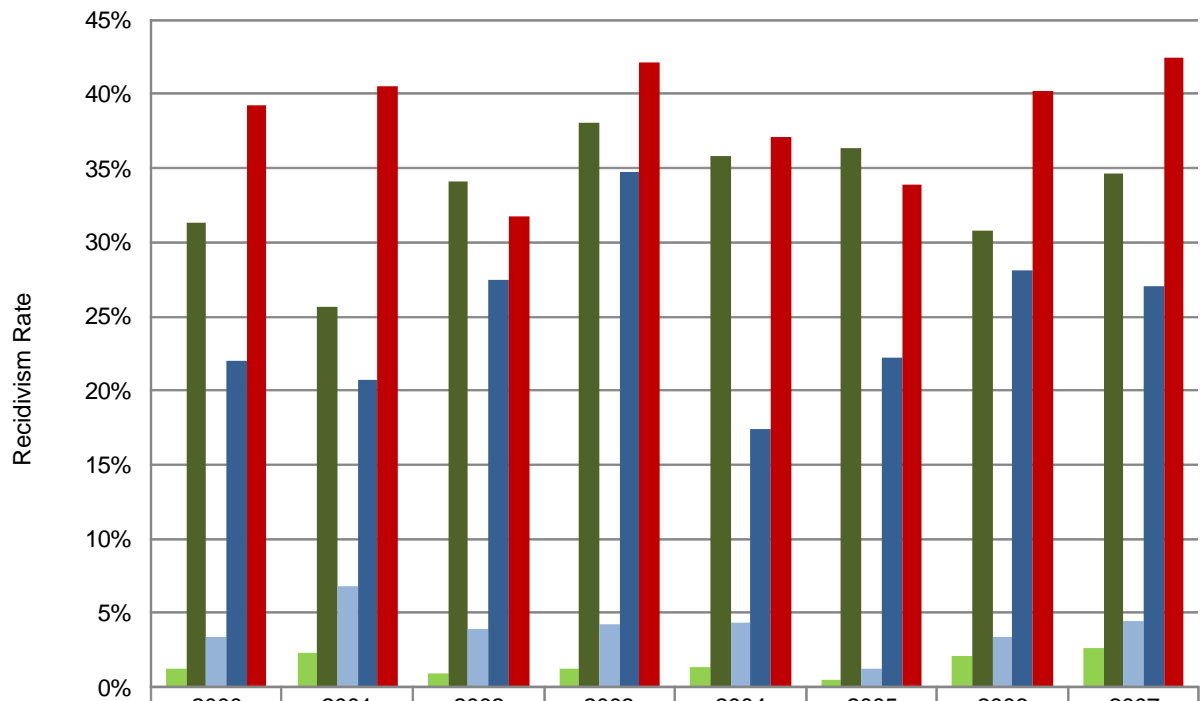
MCE Inmate Employment by Program

FY2006-2010



	Agriculture	MSP Industries	MWP Industries	Vocational Education
2006	90	144	30	137
2007	101	153	65	84
2008	103	165	44	132
2009	108	172	58	127
2010	119	178	47	126

MCE Recidivism Compared to Non-MCE Recidivism FY2000-2007



Under 1 Year-New Conviction	1.3%	2.3%	0.9%	1.3%	1.4%	0.5%	2.1%	2.6%
Under 1 Year-Violation	31.3%	25.7%	34.1%	38.1%	35.8%	36.3%	30.8%	34.6%
Over 1 Year-New Conviction	3.4%	6.8%	3.9%	4.2%	4.3%	1.2%	3.4%	4.5%
Over 1 Year-Violation	22.0%	20.7%	27.5%	34.7%	17.4%	22.2%	28.1%	27.0%
Non-MCE	39.2%	40.5%	31.8%	42.1%	37.1%	33.9%	40.2%	42.5%

Montana Correctional Enterprises provides inmates with the job skills, responsibility, work ethic and sense of self-esteem that will help them when they transition to living in communities again. The goal is to give offenders tools with which to help them avoid crime and remain outside the corrections system.

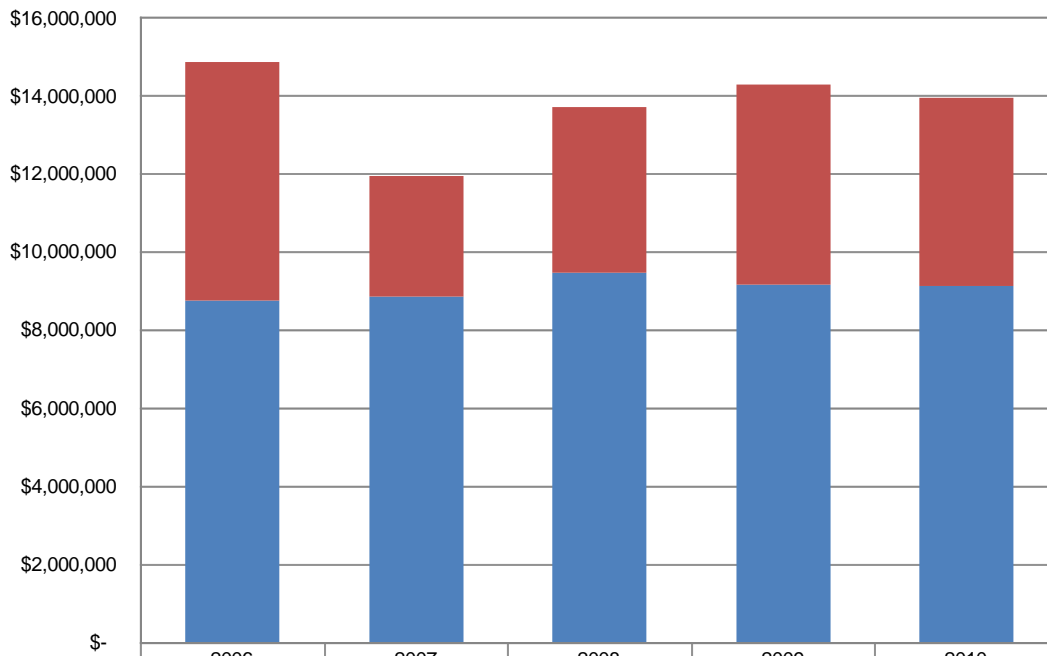
A key measure of the programs' effectiveness is recidivism among participants, as measured by the rate at which they return to prison for any reason within three years of release. Involvement in MCE programs, however, is only one of many factors affecting recidivism rates.

Based on offenders released from prison from 2000 through 2007, those who have participated in MCE programs have lower recidivism rates for both new crimes and violations of their community placements than do offenders who have not participated in MCE programs.

The data suggest that the length of time in MCE programs has an effect on recidivism. The recidivism rate among those participating less than a year in MCE programs averaged 34.9 percent, compared with 28.9 percent for those participating more than a year. Both rates are lower than the 38.4 percent average recidivism rate found among those not participating in MCE programs.

MCE Expenditures in Montana

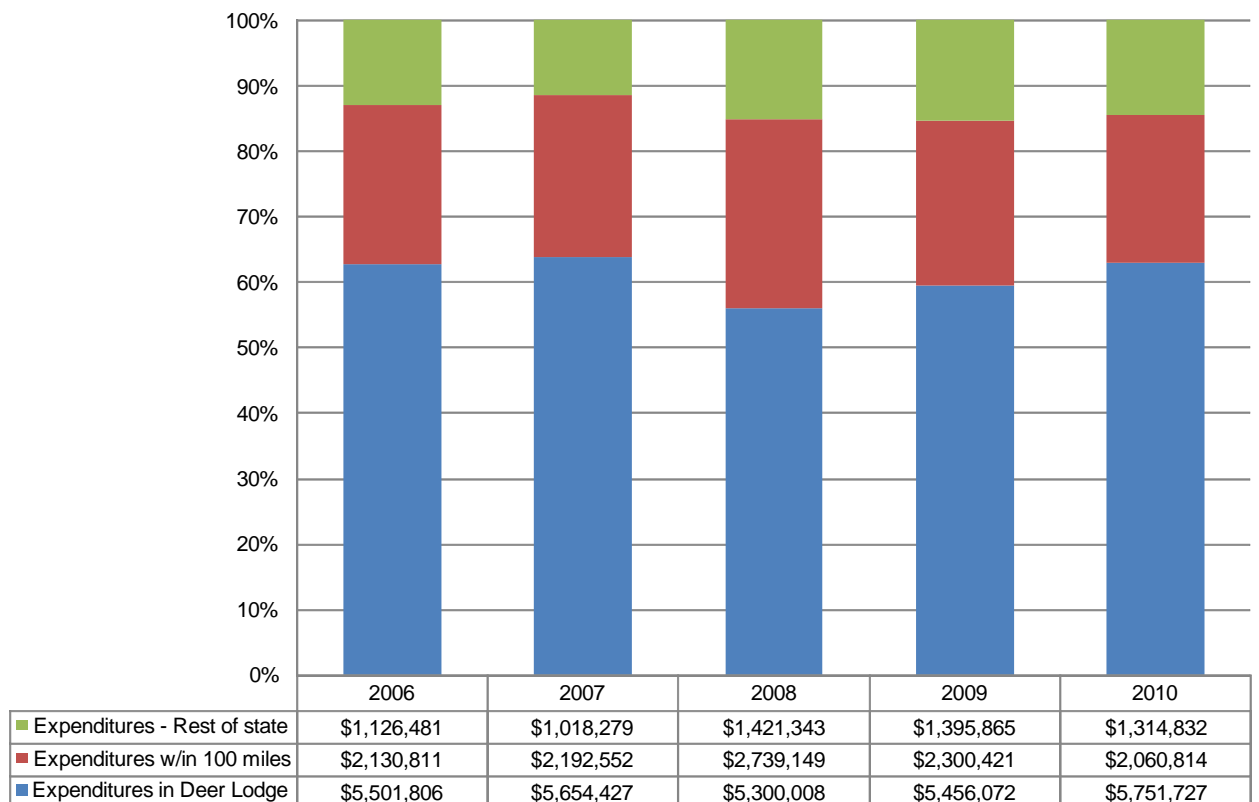
FY2006-2010



MCE purchases made outside Montana are for those items that cannot be obtained in-state. These include aluminum and reflective sheeting for license plate production and feed products such as cotton seed, soy, corn and certain grain products for the dairy that are only available from the Midwest.

MCE Montana Expenditures by Location

FY2006-2010

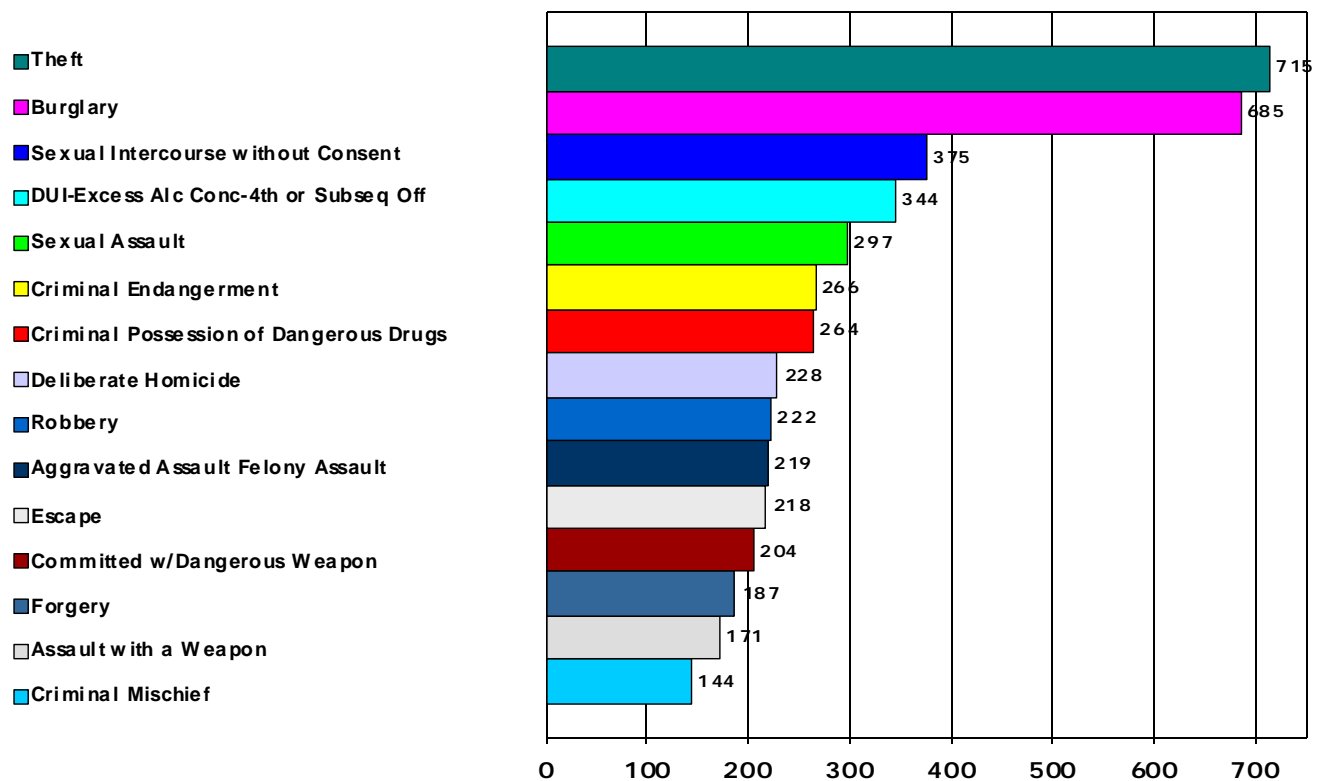


Montana State Prison

*This section contains statistical information related to
offenders in the men's prison system.*

Top 15 Crimes of Incarcerated Males

7/19/2010



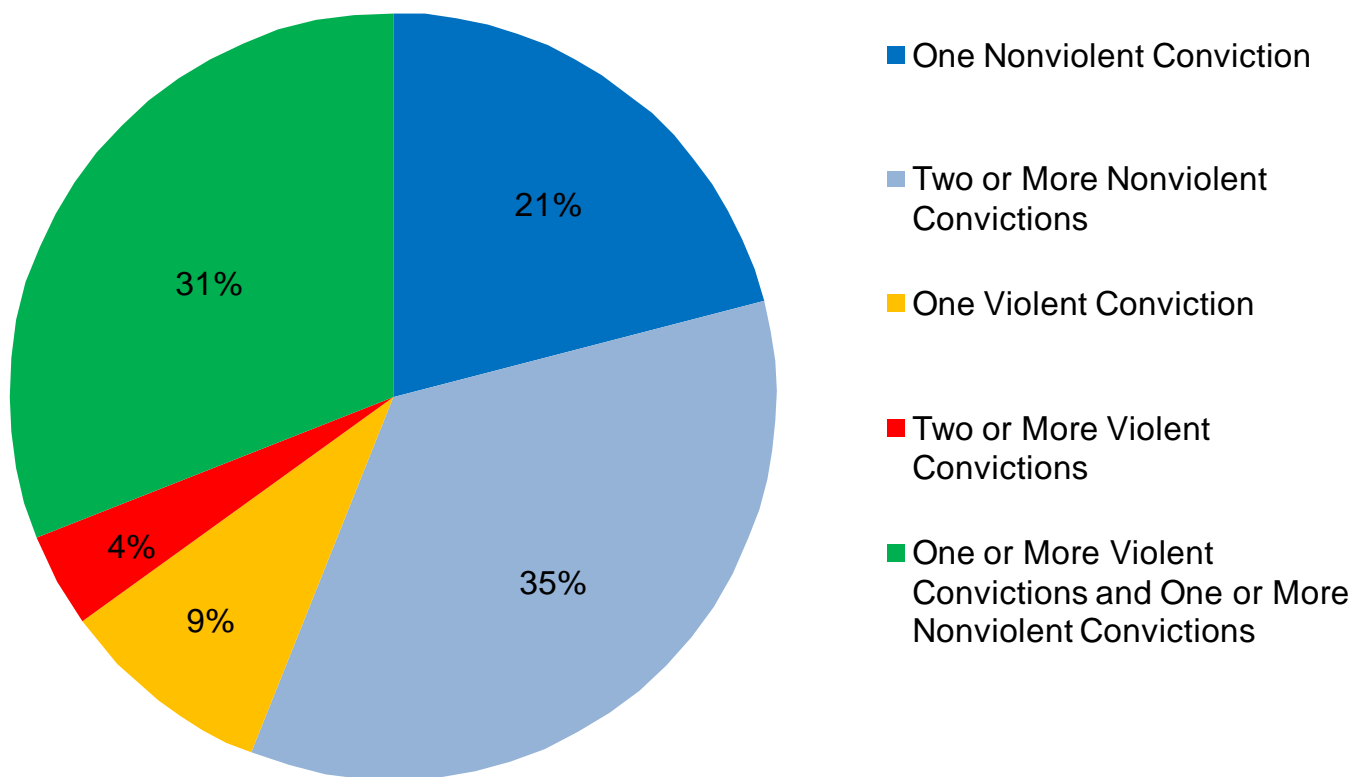
OMIS data extracted 7/19/2010

The three most frequent crimes for inmates in Montana prisons have not changed in the past two years. Theft, burglary and rape hold the same positions as they did in 2008. Felony drunken driving, ranked sixth two years earlier, is the fourth most-common offense, while sexual assault remains fifth. Drug possession dropped from fourth to seventh.

Half of the 10 most-frequent offenses among the male inmate population were violent crimes.

Conviction Profile Snapshot of Incarcerated Males

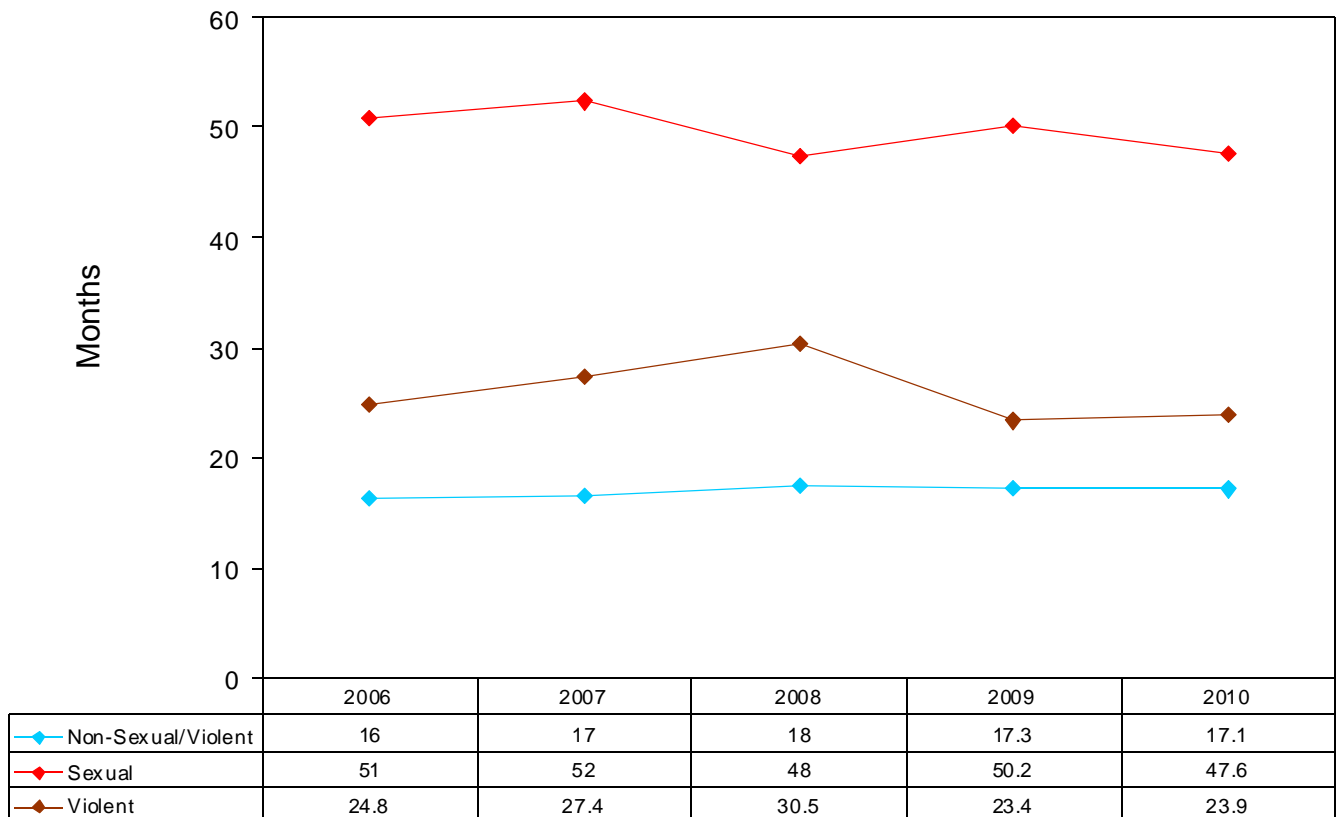
July 19, 2010



Forty-four percent of male inmates in Montana prisons are incarcerated for violent crimes. However, 75 percent of all male inmates committed multiple offenses, either violent or nonviolent. Only one out of every five inmates committed a single nonviolent crime.

This data includes inmates in Montana State Prison at Deer Lodge, Crossroads Correctional Center in Shelby, and the regional prisons in Glendive and Great Falls.

Male Average Length of Prison Stay by Sexual, Violent & Non-Sexual/Violent Status FY2006-2010



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site

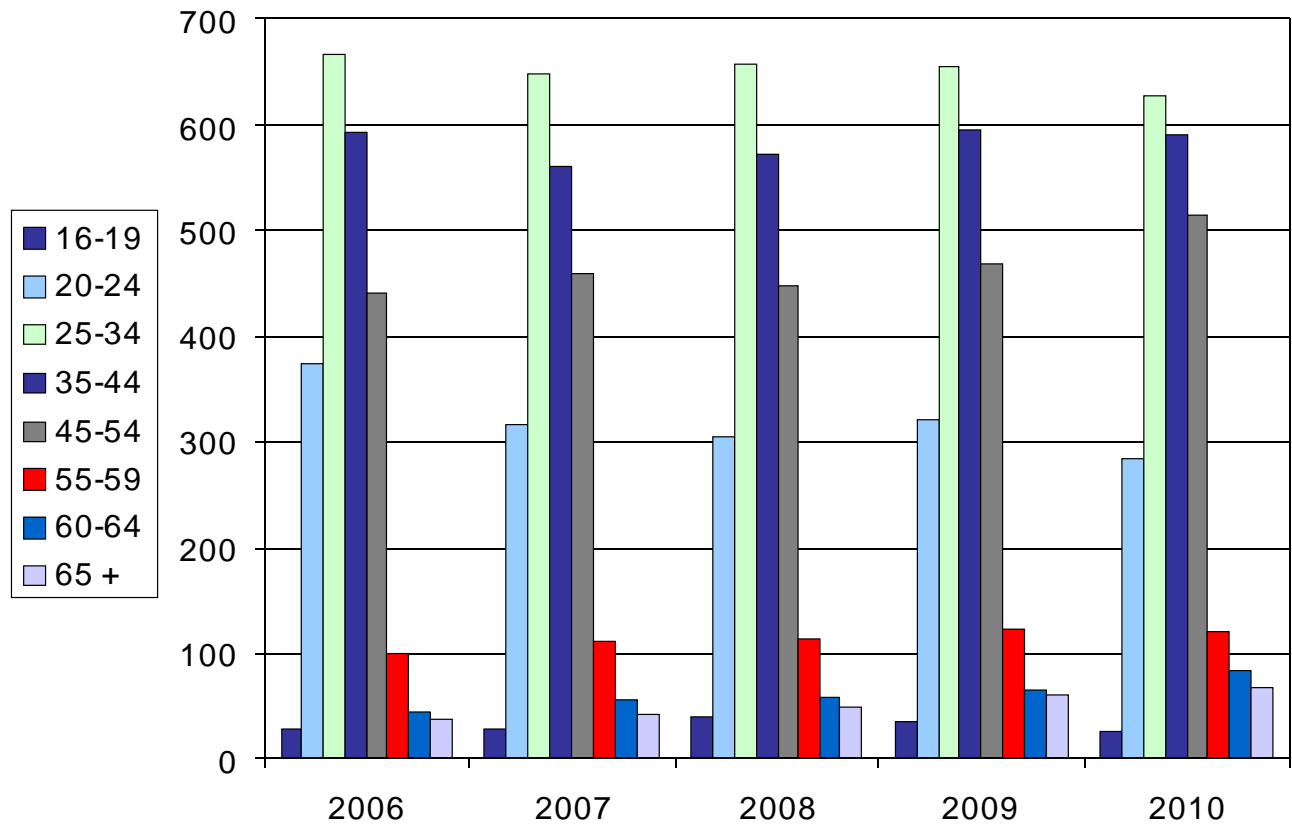
OMIS data extracted 7/26/2010

The average length of stay for a male inmate released from Montana prisons in fiscal year 2010 was 20.7 months. That is almost the same as 20.4 months five years earlier, but about half a month shorter than the average stay for those inmates released in 2009.

Those offenders convicted of a violent crime stay in prison an average of nearly seven months longer than inmates who committed a nonviolent offense. Sex offenders stay an average of nearly four years, or 2.7 times longer than inmates convicted of nonviolent crimes.

Male Prison Population by Age Group

FY2006-2010

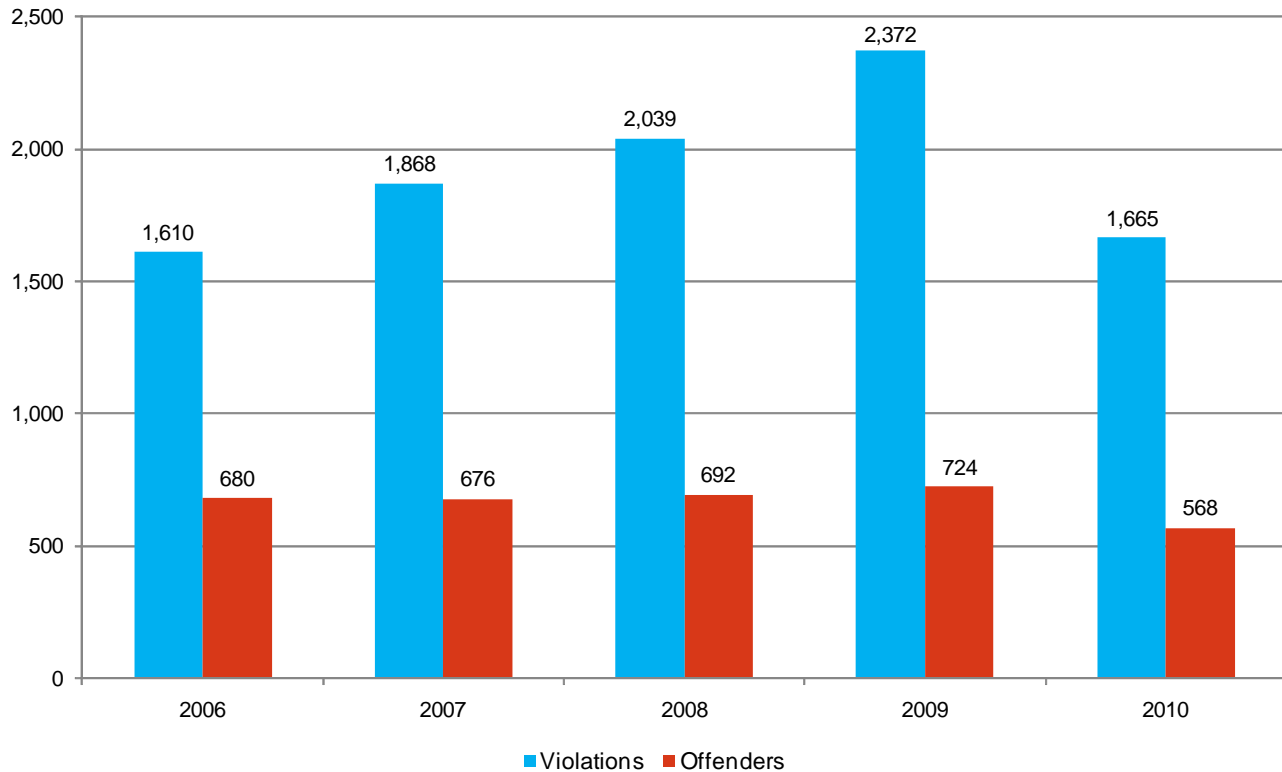


Population as reported on June 30th of each Fiscal Year
Extracted from OMIS 7/23/2010

The 25-44 age group continues to dominate Montana's male prison population, although the 45-54 year olds have gradually increased in number during recent years. Younger inmates between ages 20 and 24, are a decreasing presence in the prisons, while the population of elderly inmates 55 and older has changed little.

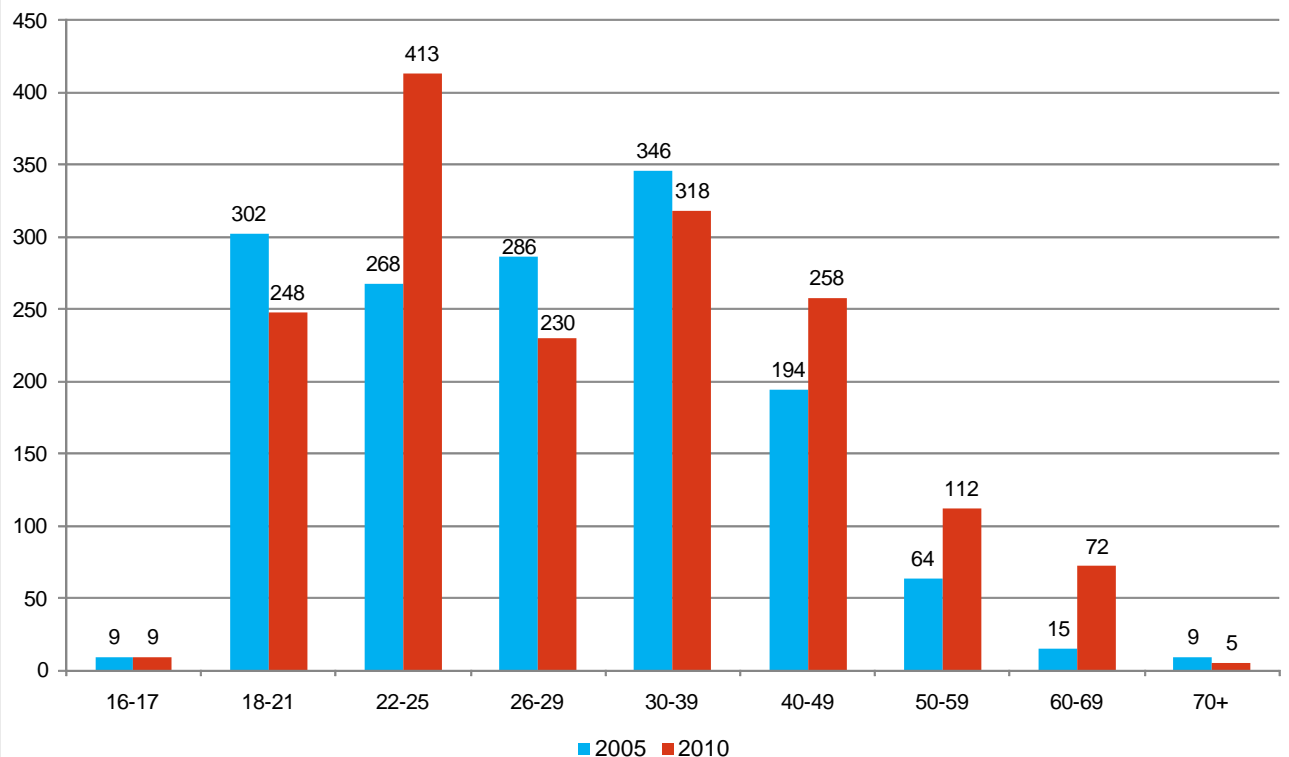
Inmate Disciplinary Violations and Offenders Involved

Montana State Prison
FY2006-2010



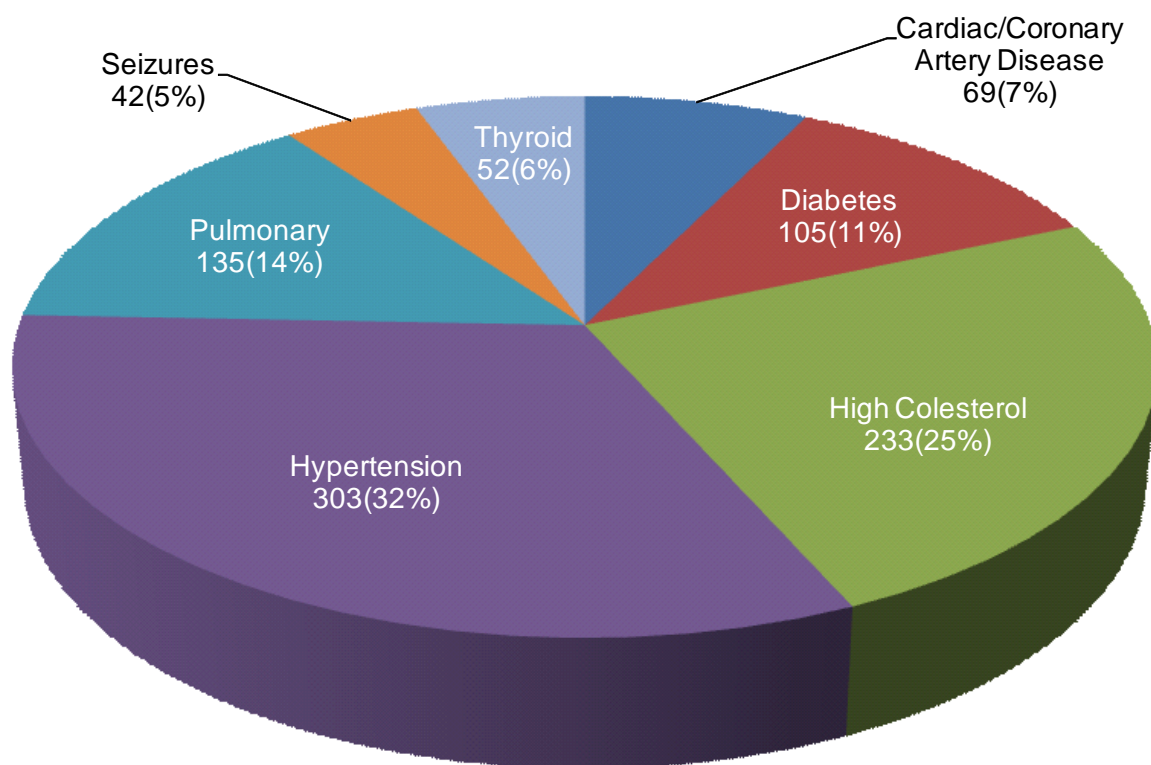
Inmate Disciplinary Violations by Age Group

Montana State Prison
FY2005 and FY2010



MSP Chronic Care Cases

Aug. 24, 2010



NOTE: These 939 cases represent 490 patients; some patients have more than one ailment

Chronic care of inmates is a growing issue as offenders enter the prison system with a history of numerous health problems. Most of the male inmates requiring care for chronic diseases are housed at Montana State Prison because it has the most extensive medical staff and facilities. Crossroads Correctional Center in Shelby also houses some of inmates with chronic health3 needs.

A chronic disease is an illness or condition that affects a person's well-being for an extended time, usually at least six months. While generally not curable, the disease can be managed to provide optimum functioning within any limitations the condition imposes on the individual.

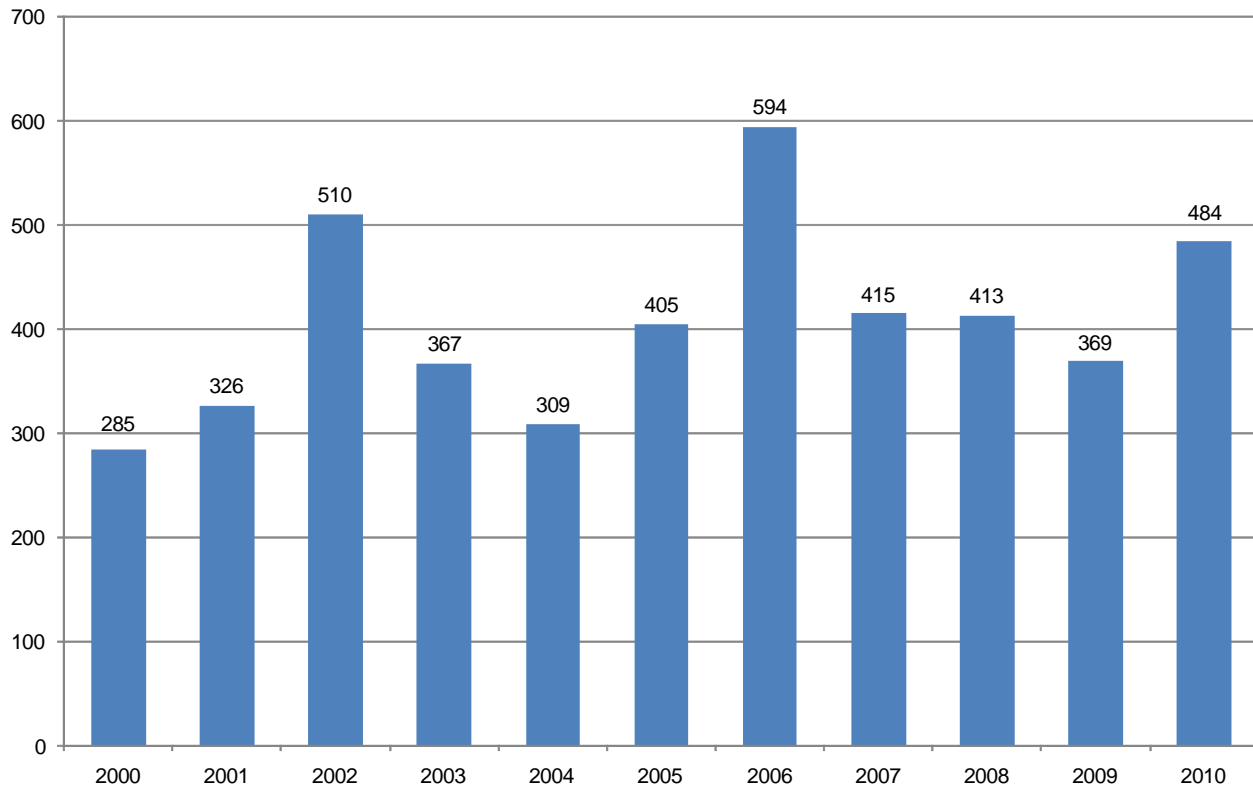
In August 2010, the prison system had 490 inmates enrolled in chronic care. This was a nearly 5 percent increase from the 468 inmates listed as needing chronic care in September 2008. Many of the inmates enrolled in chronic care have two or more chronic diseases. Chronic diseases are not confined to the elderly; just over half of those enrolled in chronic care are less than 50 years old.

Four diseases account for 82 percent of the chronic care cases: high blood pressure (hypertension), high cholesterol, pulmonary diseases (lung and breathing problems) and diabetes.

Treatment of these health problems is expensive and adds to the cost of incarceration. The chronic care program at MSP incorporates a treatment plan and regular clinical visits. A clinician monitors a patient's progress during visits and changes treatment when necessary. The program also includes patient education for symptom management.

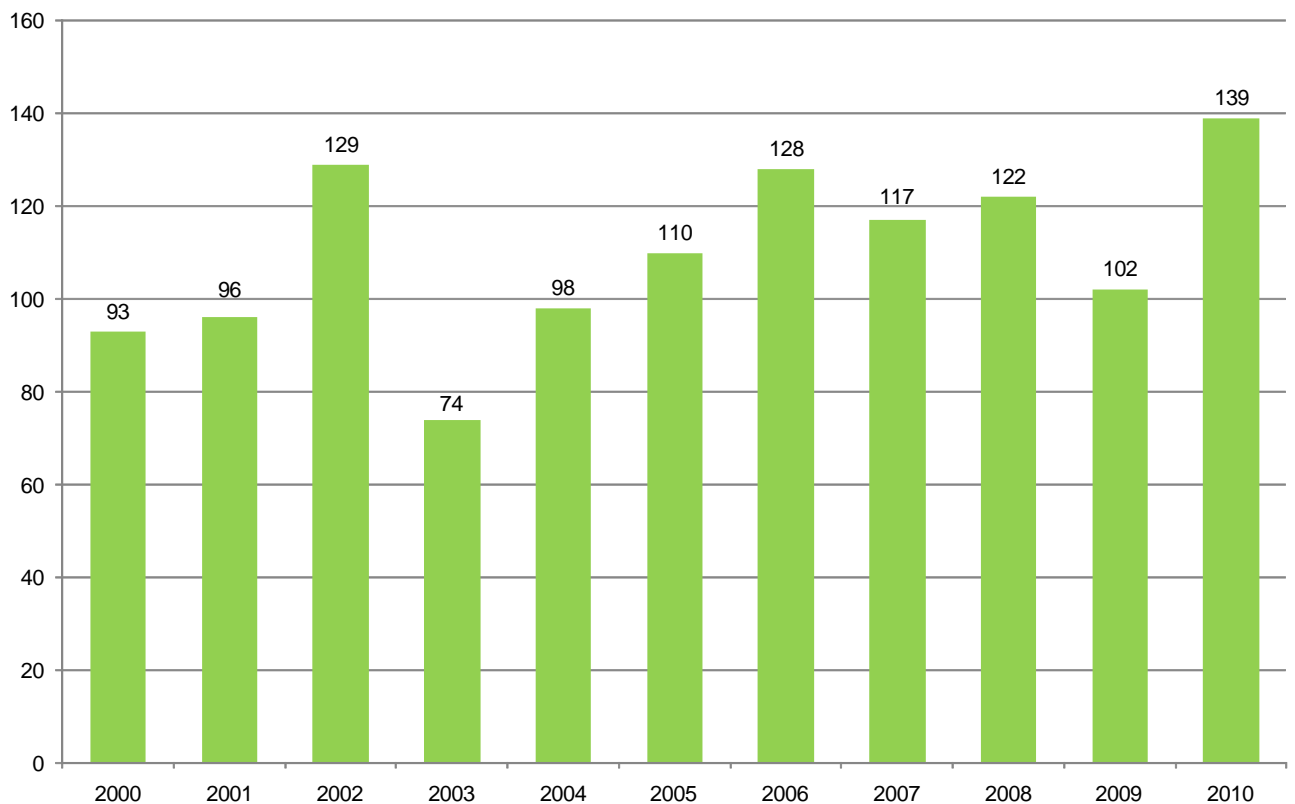
Annual MSP Chemical Dependency Treatment Completions

FY2000-2010

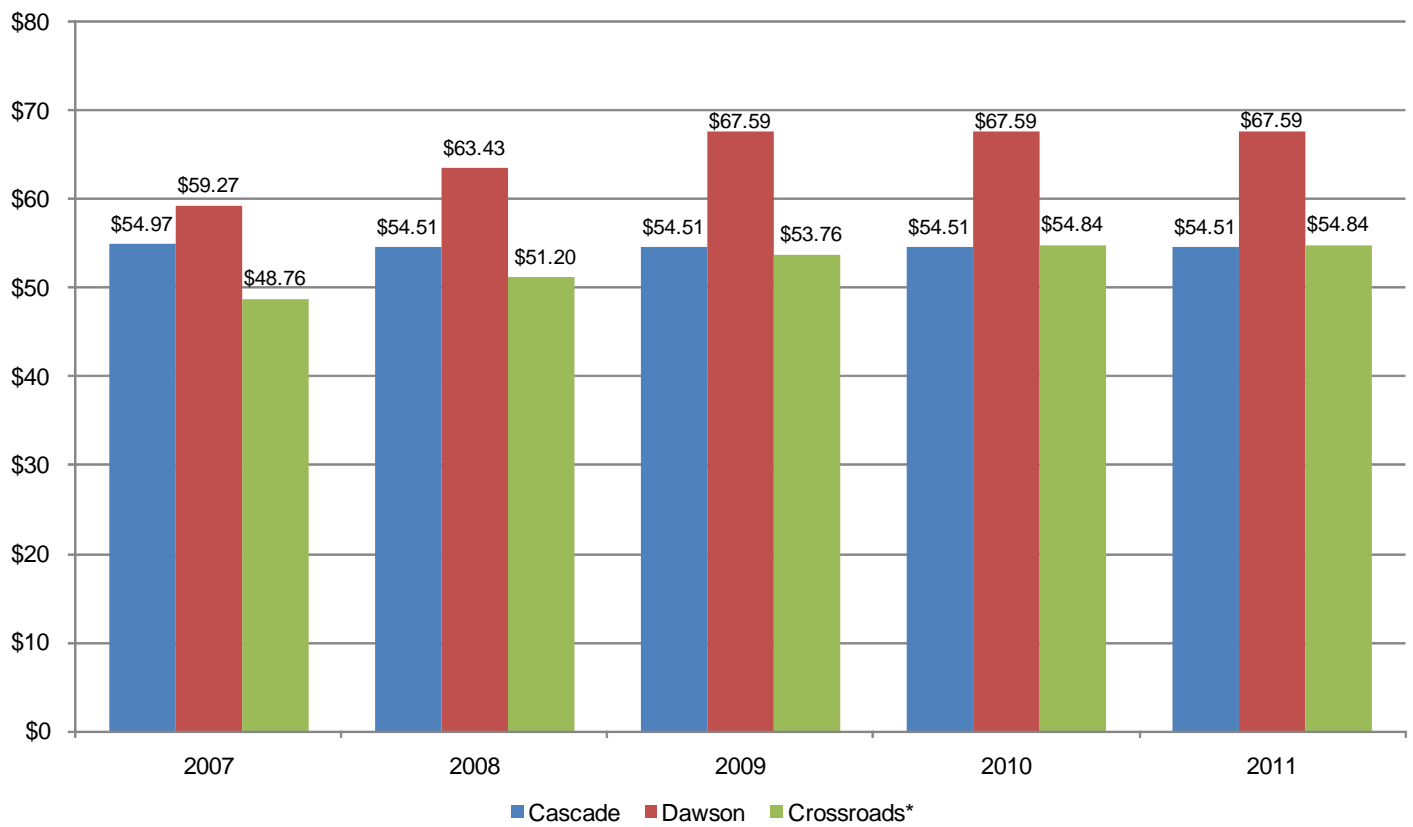


Annual MSP Sex Offender Treatment Completions

FY2000-2010



Per-diem Rates for Contract Prison Beds FY2007-2011



*Rate includes \$9.14 in debt service

In accordance with a law enacted in 2005, the department developed rules to provide a clear and consistent method for regional prisons to compute the costs of running their facilities. The regional prisons are responsible to submit audited actual and proposed expenditures at the end of each fiscal year in order to determine the facilities' per-diem rate, paid by the state to house inmates in the facilities.

The rate paid Cascade County was higher in fiscal year 2007 than in 2008, however it is anticipated that the 2009 rate will include an increase in service costs. Dawson County is working with the department to determine the rate for fiscal year 2010. Rates are adjusted retroactively.

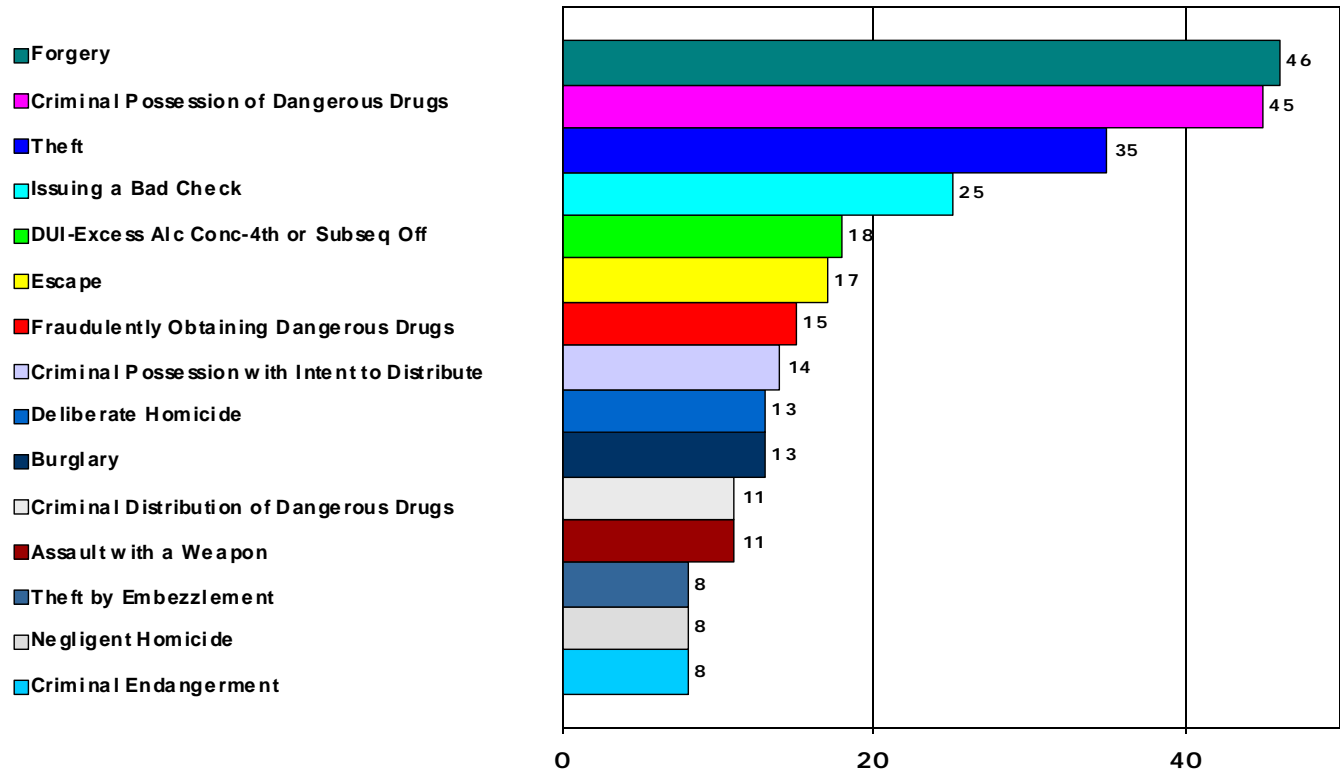
Although Crossroads Correctional Center at Shelby is not subject to the 2005 law, the department uses the same method for determining that facility's rate. Its current rate extends through August 2011.

Montana Women's Prison

*This section contains statistical information related to offenders
in the women's prison.*

Top 15 Crimes of Incarcerated Females

7/19/2010



OMIS data extracted 7/19/2010

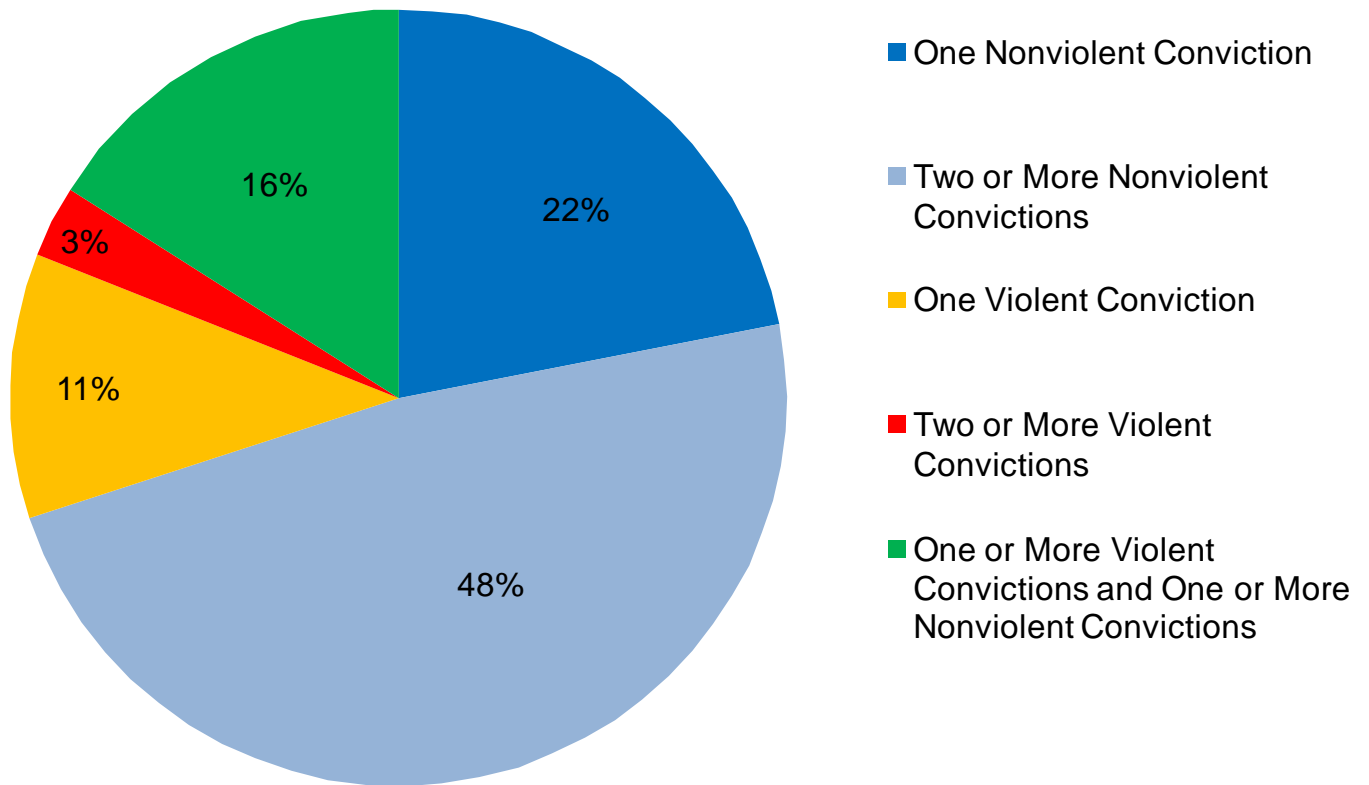
The most common crimes among inmates at Montana Women's Prison have changed little in the past two years. In 2010, the top four offenses, in order of frequency, were forgery, drug possession, theft and writing bad checks. Two years ago, the top four in order were drug possession, theft, forgery and bad-check writing.

Felony drunken driving moved from seventh to fifth since 2008, and deliberate homicide climbed from 13th to the ninth most common offense.

Eight of the 10 most-common offenses were nonviolent crimes.

Conviction Profile Snapshot of Incarcerated Females

July 19, 2010

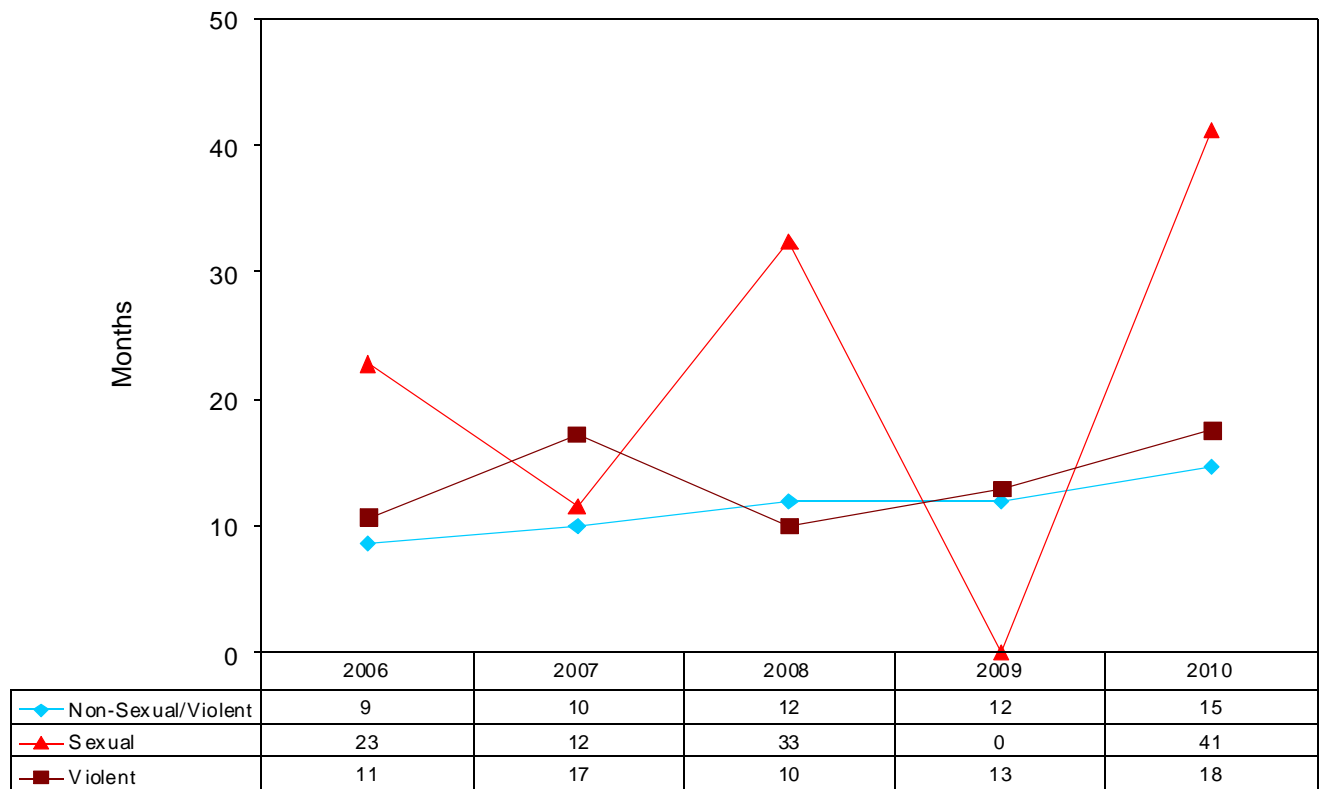


Montana Women's Prison is being used less for offenders committing non violent crimes. In 2008, about 78 percent of the inmates were sent there for nonviolent offenses. In 2010, the number was 70 percent. Four years earlier, 81 percent of the inmates were sentenced for nonviolent crimes.

Still, two-thirds of all inmates at the prison have committed multiple crimes, either violent or nonviolent.

Female Average Length of Prison Stay by Sexual, Violent & Non-Sexual/Violent Status

FY2006-2010



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site

OMIS data extracted 7/26/2010

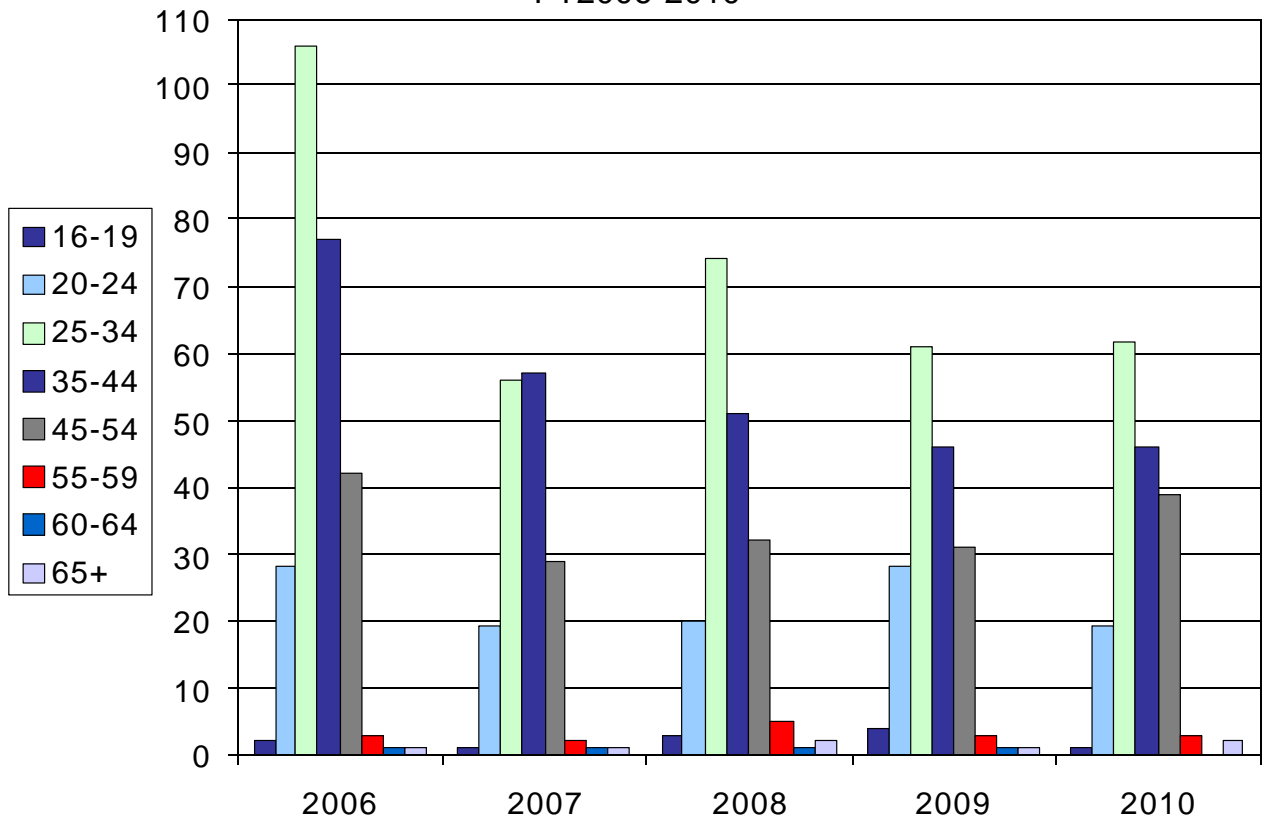
Inmates released from Montana Women's Prison in fiscal year 2010 had stayed an average of 15½ months, or about 6½ months longer than those discharged five years earlier and three months longer than those released in 2009.

Violent offenders released in FY2010 stayed an average of three months longer in prison than did nonviolent offenders.

The dramatic fluctuations in average lengths of stay for some offenders reflect the fact that the relatively small population of inmates at the prison can be affected by only a few cases.

Female Prison Population by Age Group

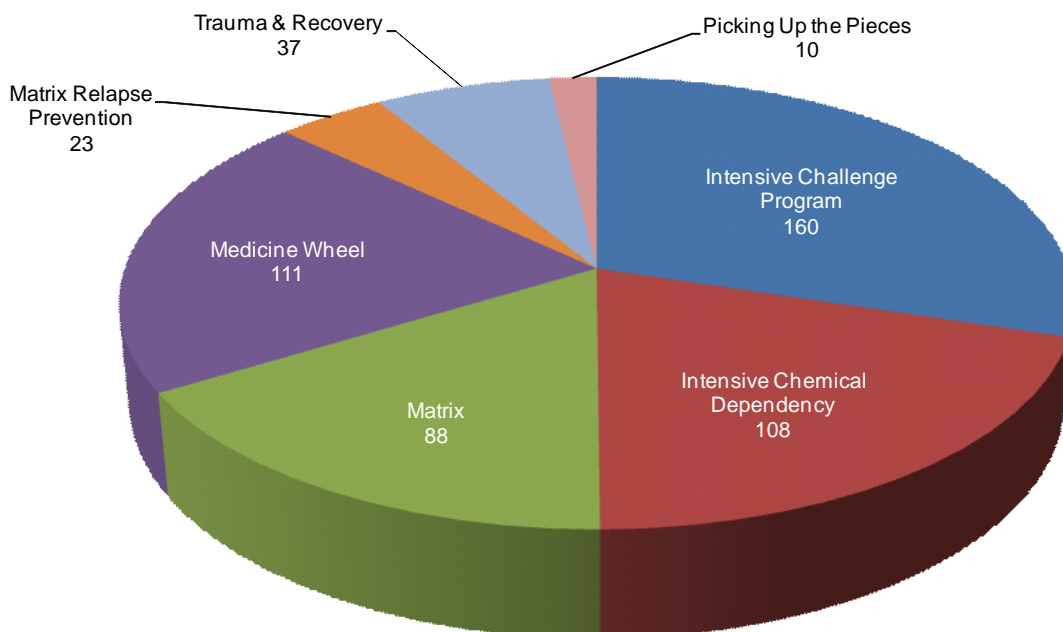
FY2006-2010



Population as reported on June 30th of each Fiscal Year
Extracted from OMIS 7/23/2010

MWP Chemical Dependency Treatment Completions

FY2006-2010

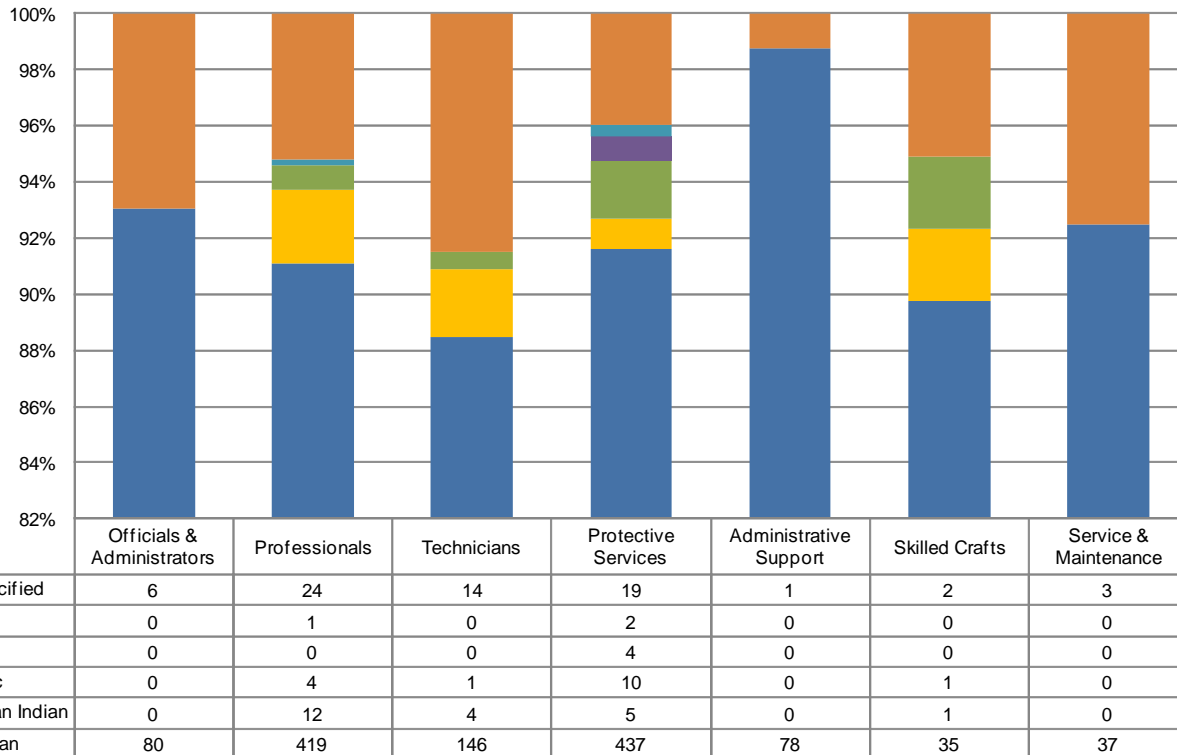


Staff Services

*This section contains statistical information related to
Department of Corrections employees and the investigations
and legal services bureaus.*

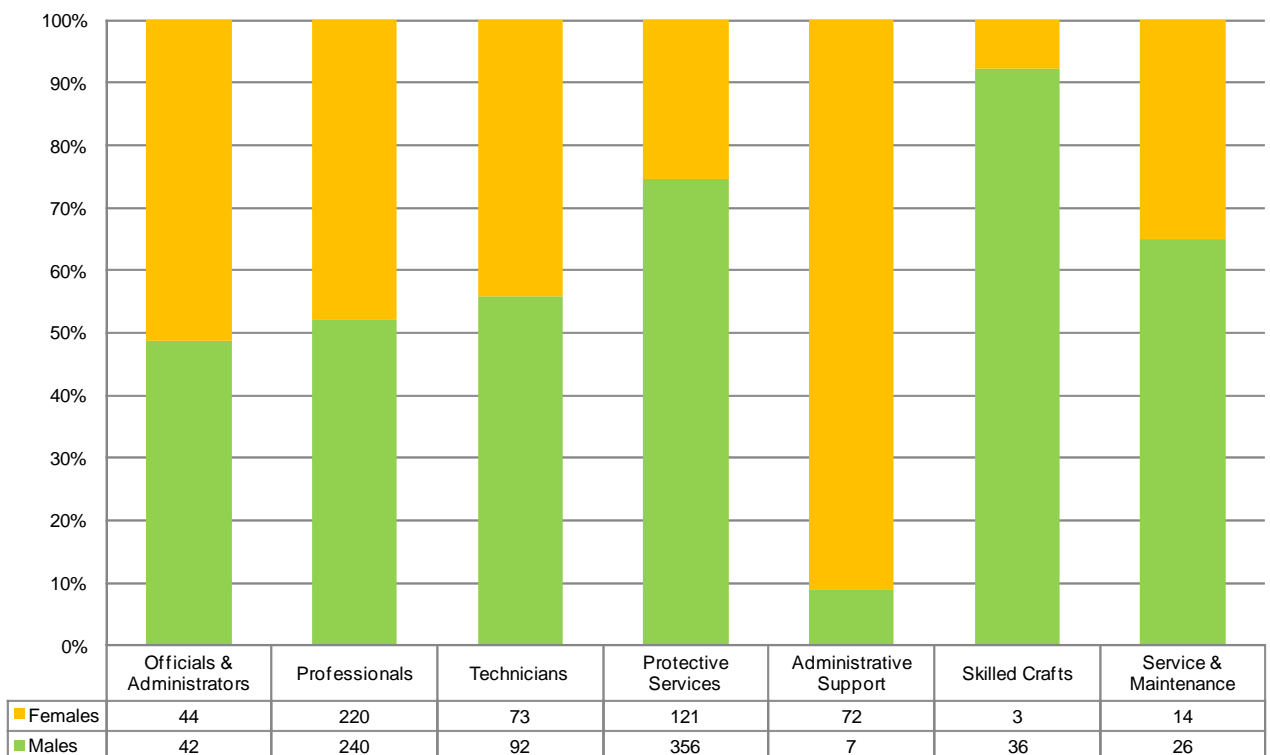
DOC Employees by Ethnicity and Job Category

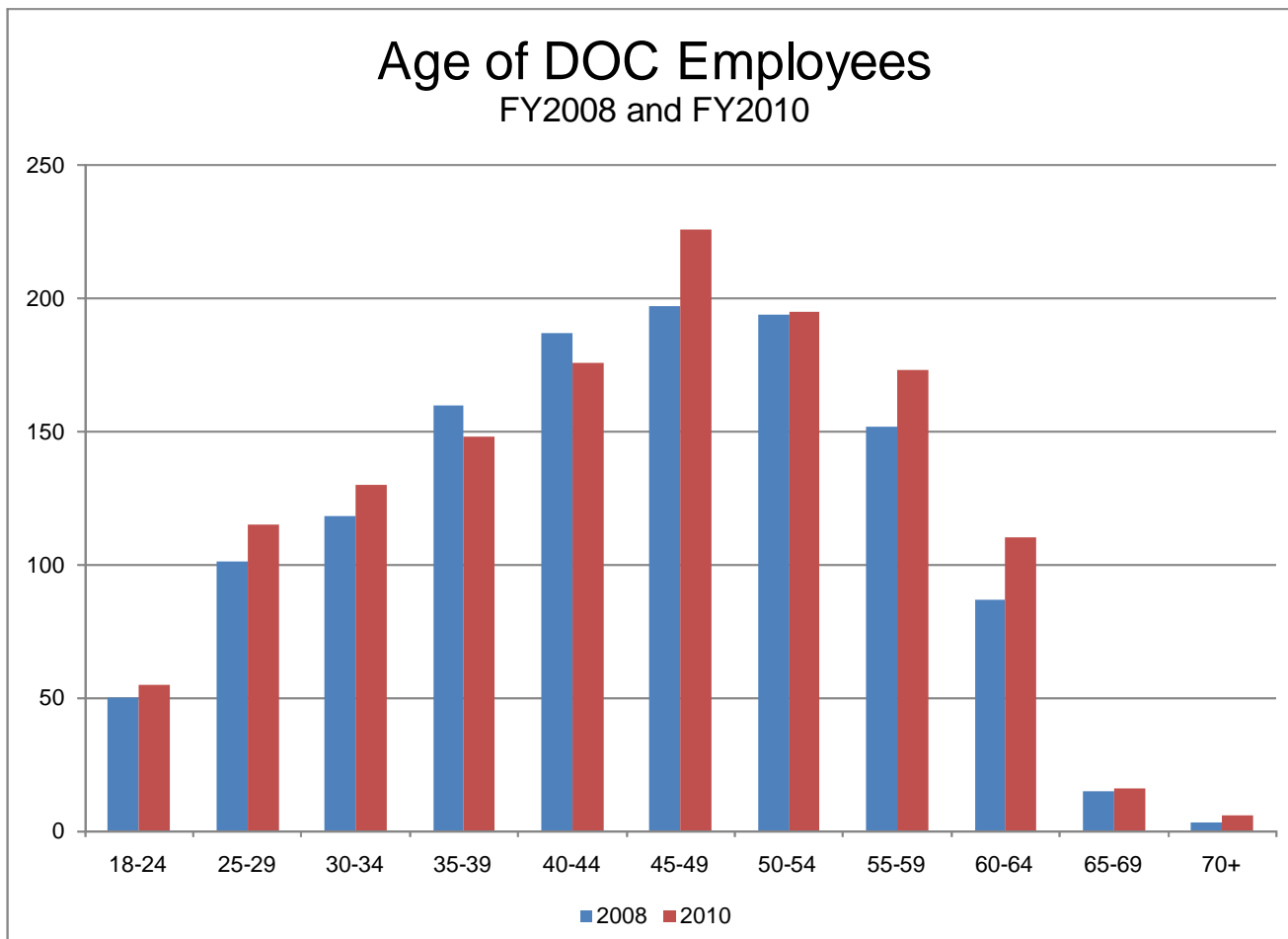
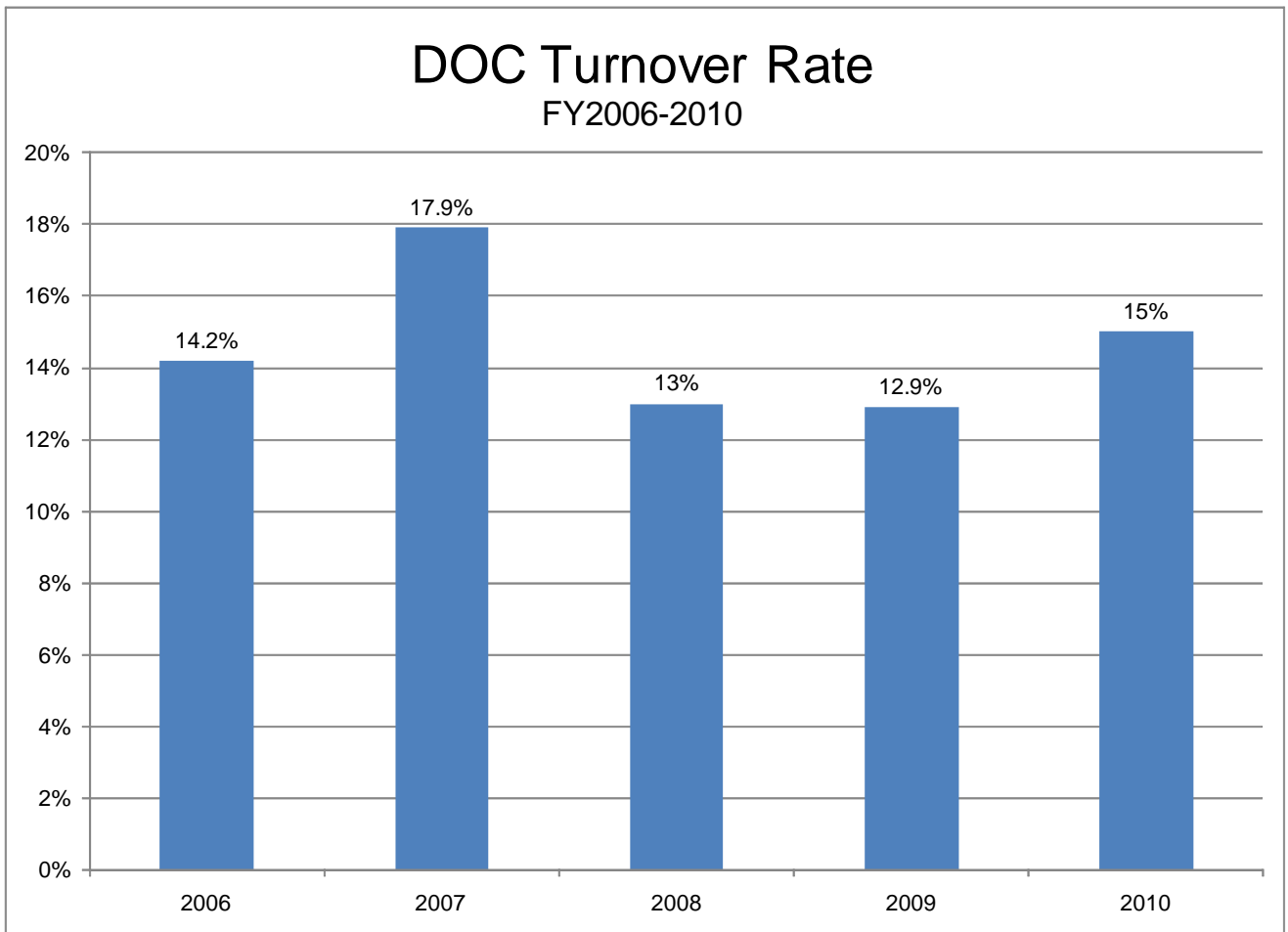
June 30, 2010



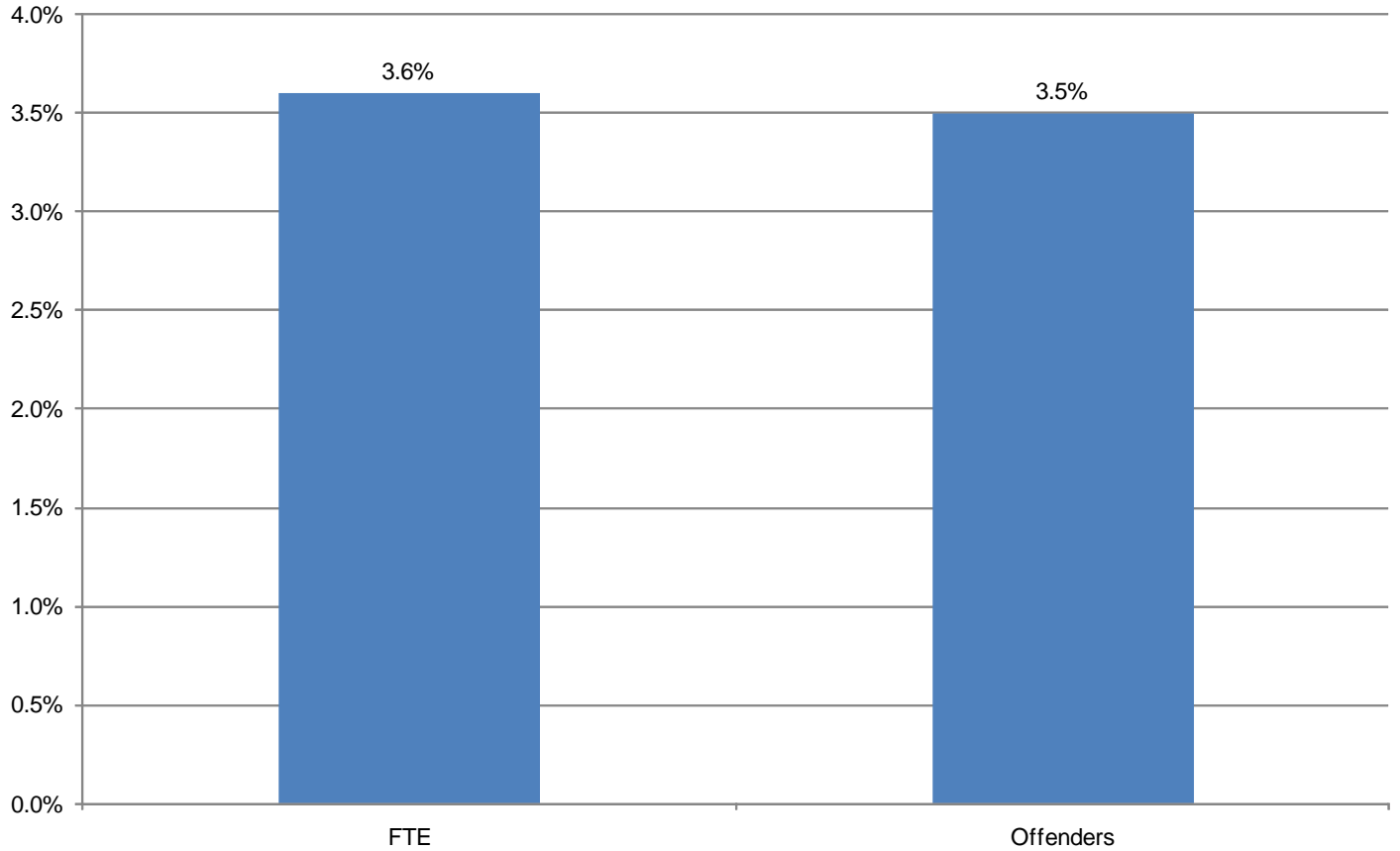
DOC Employees by Gender and Job Category

June 30, 2010





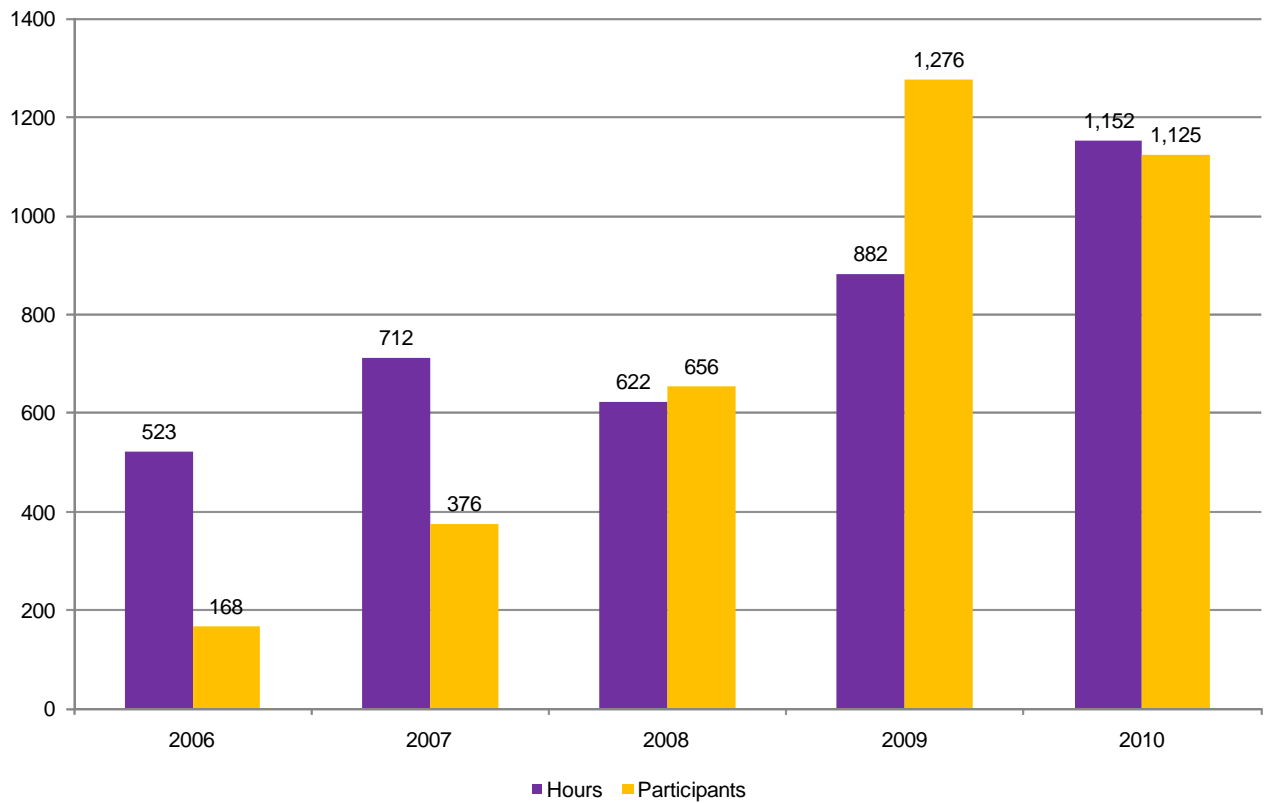
Annual Growth in FTE and Offender Population FY2006-2010



The annual rate of growth in the total offender population supervised by the Department of Corrections and the yearly percentage increase in the number of full-time employees during the past five years are nearly identical. The workforce grew by 3.6 percent annually during that time and the offender population increased 3.5 percent annually.

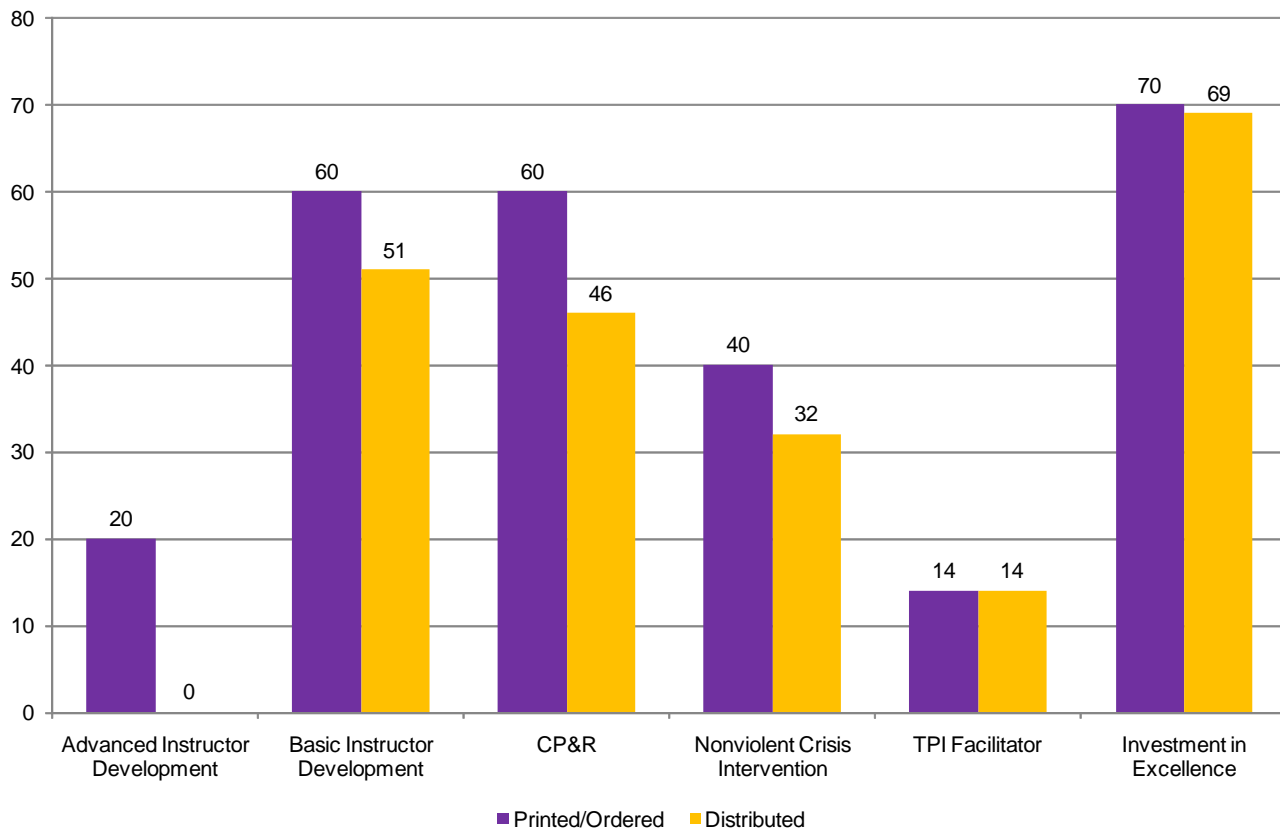
Annual Training Hours & Participants

FY2006-2010

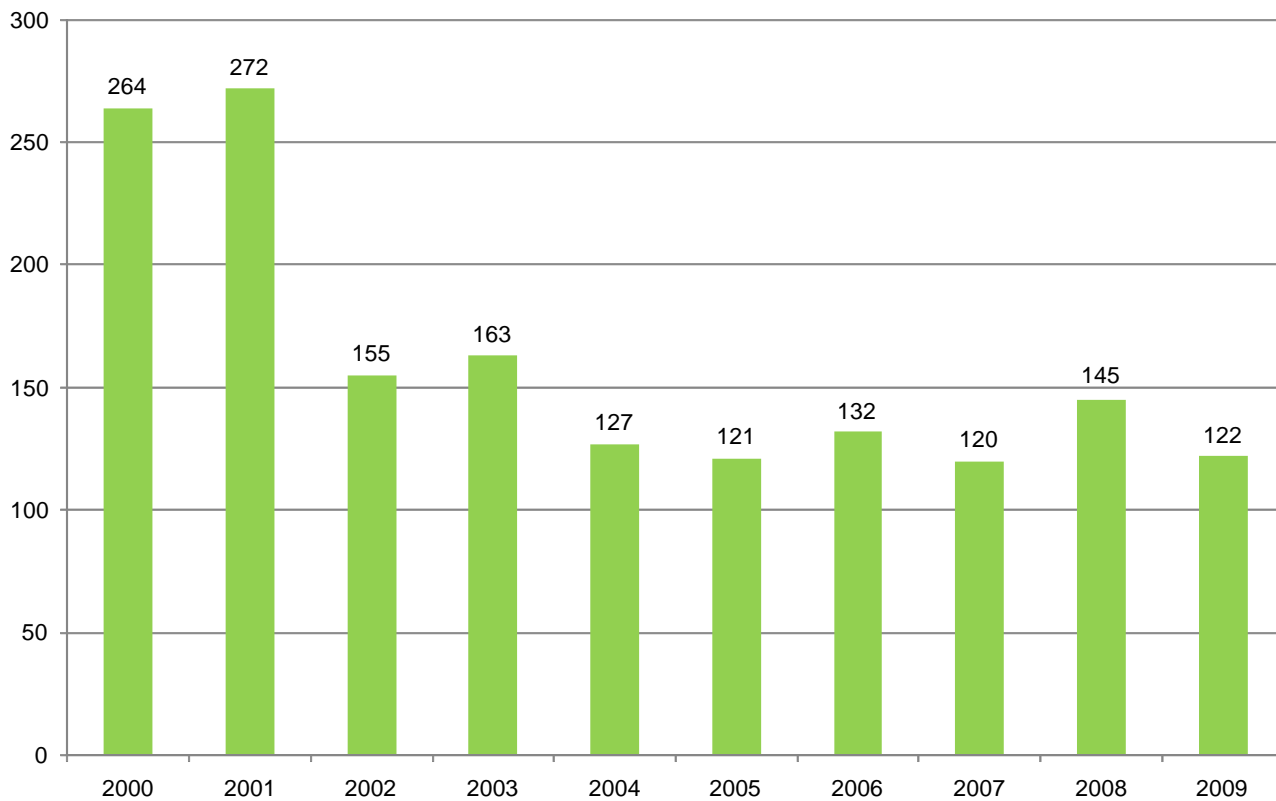


Number of Training Manuals Printed/Ordered and Distributed

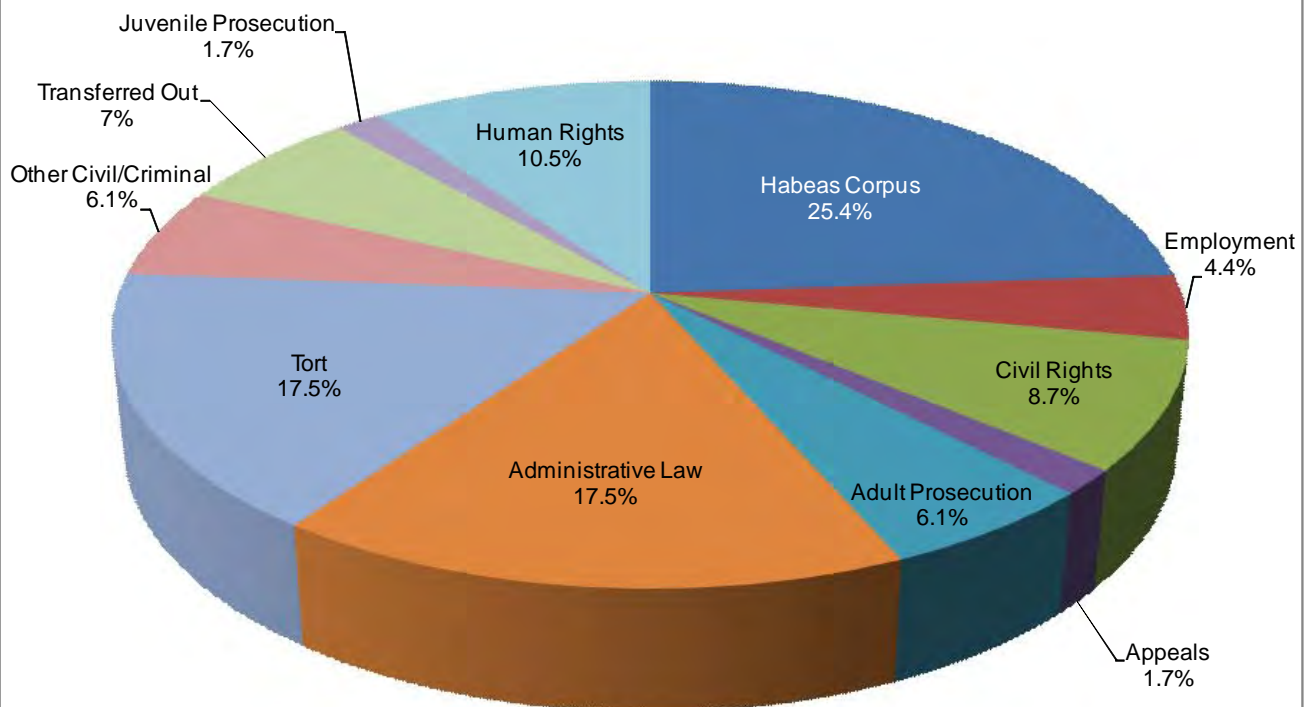
FY2010



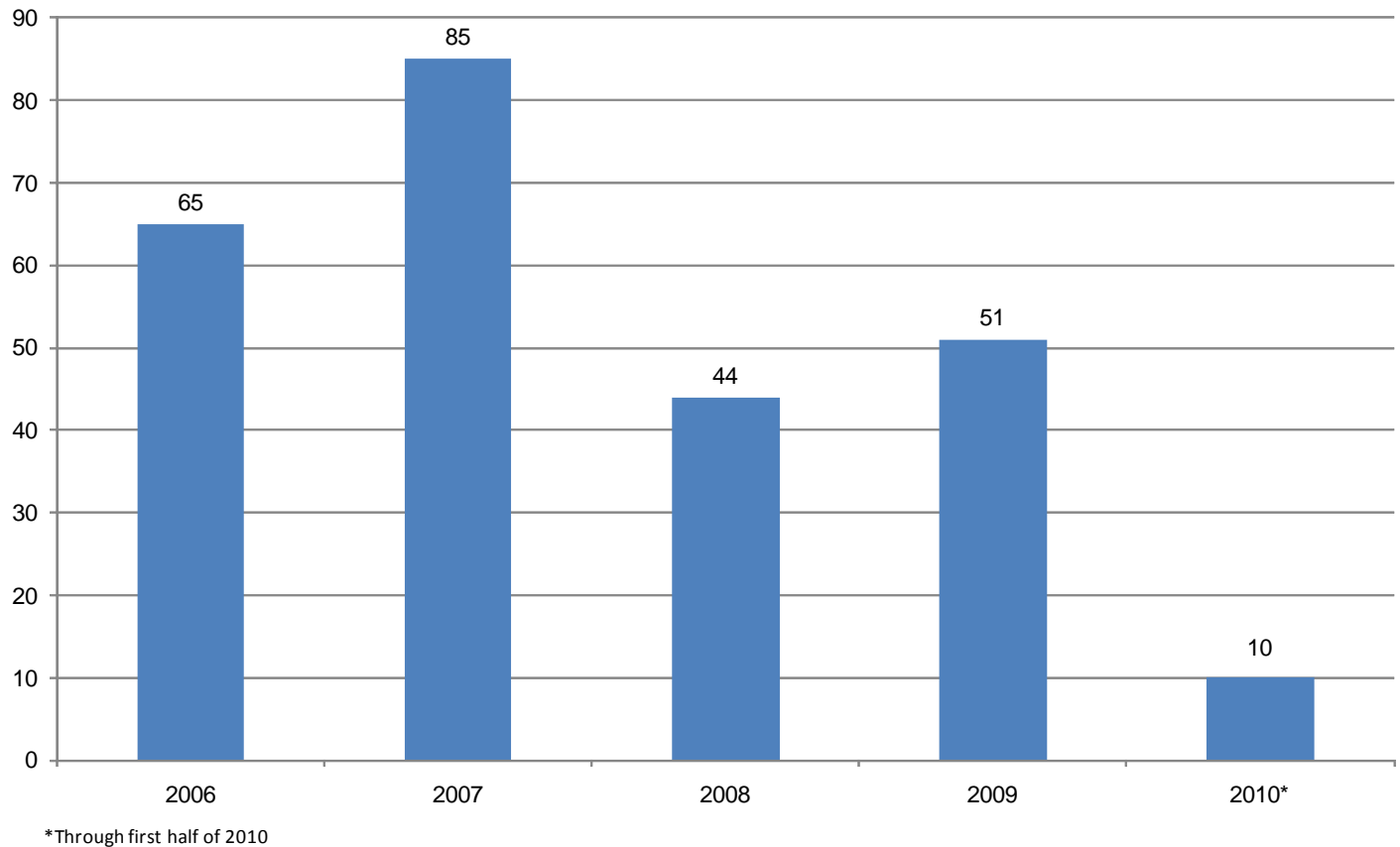
Annual Number of New Legal Cases Opened CY2000-2009



Pending DOC Litigation by Type CY2009



Annual DOC Cases Filed by Powell County Attorney CY2006-2010



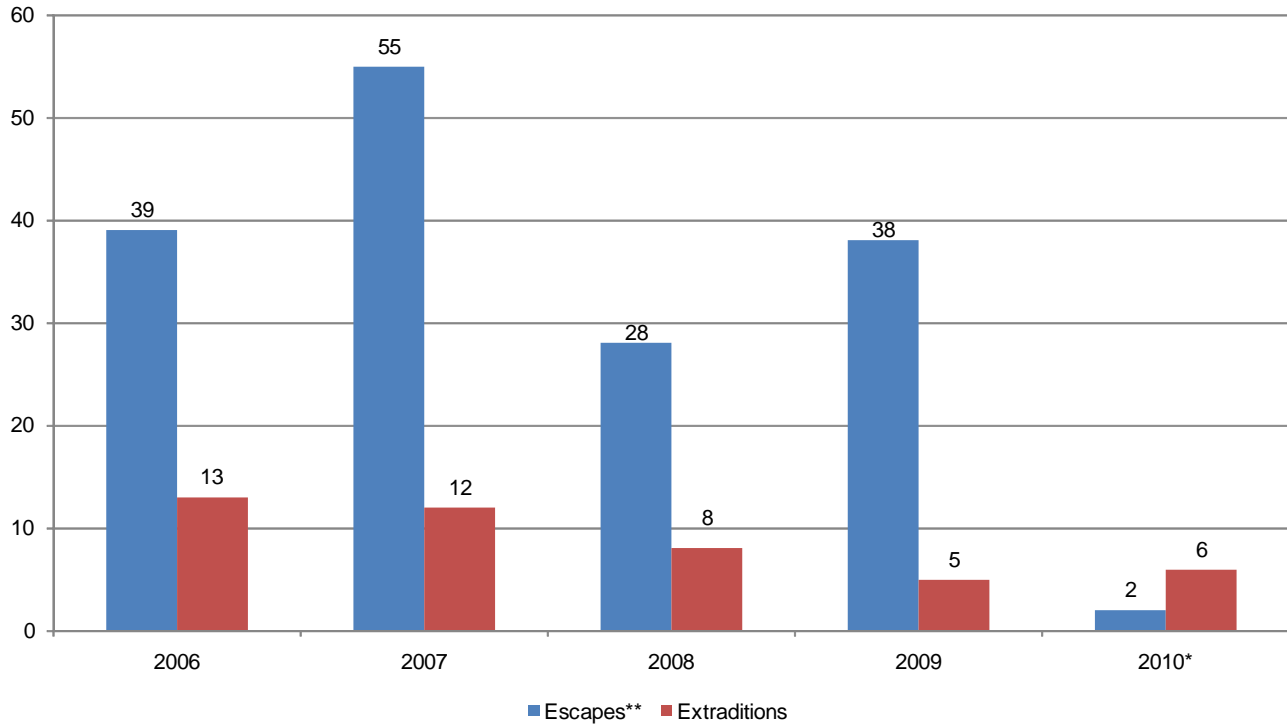
The Department of Corrections contracts with the Powell County attorney's office for assistance in prosecuting cases that involve offenders supervised by the department.

In the past 4½ calendar years, the office filed an average of 51 cases annually. Only two of those resulted in trials, one in 2006 alleging an inmate possessed a deadly weapon and another in 2008 involving an inmate charged with riot and criminal mischief.

Most of the filings (81 percent) during the time period were escape or extradition cases. On average, about 56 percent of annual cases were instances where an offender was charged with escape and almost one out of every four cases were extraditions.

In all 126 cases where plea bargains were reached, the sentences conformed to the plea agreements and 39 of those sentences (31 percent) involved terms concurrent with existing sentences.

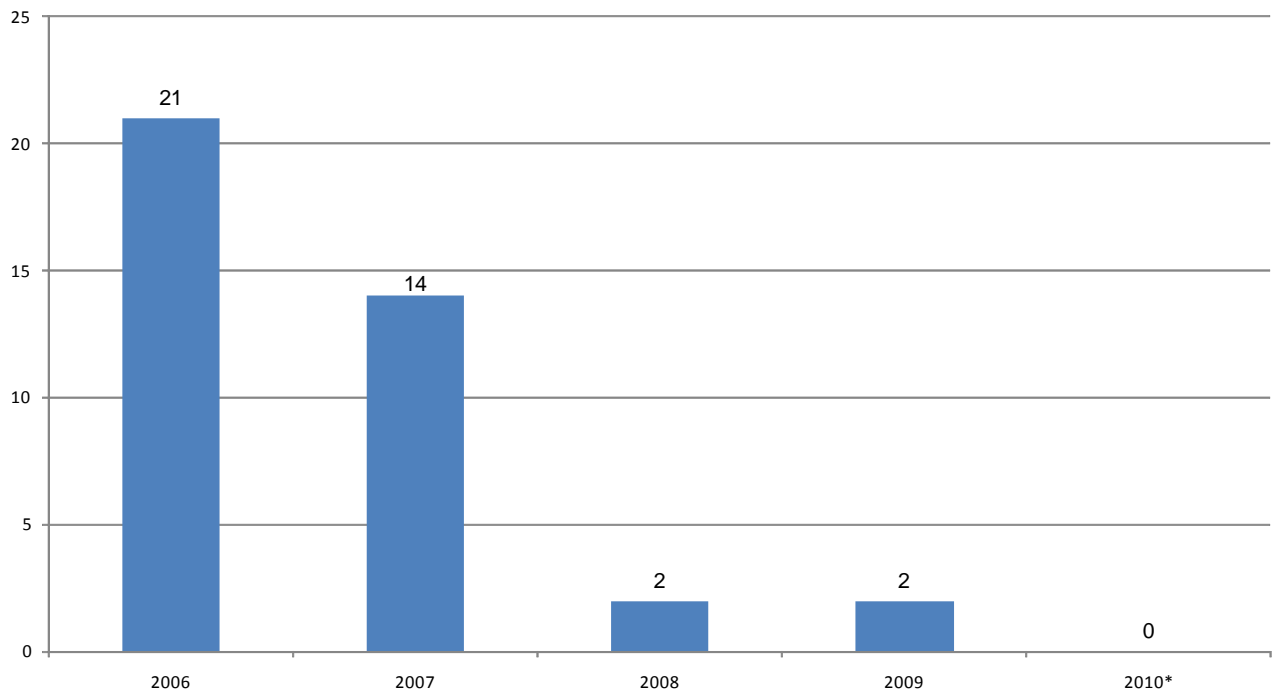
Most Common Types of DOC Cases Filed by Powell County Attorney CY2006-2010



* Through first half of 2010

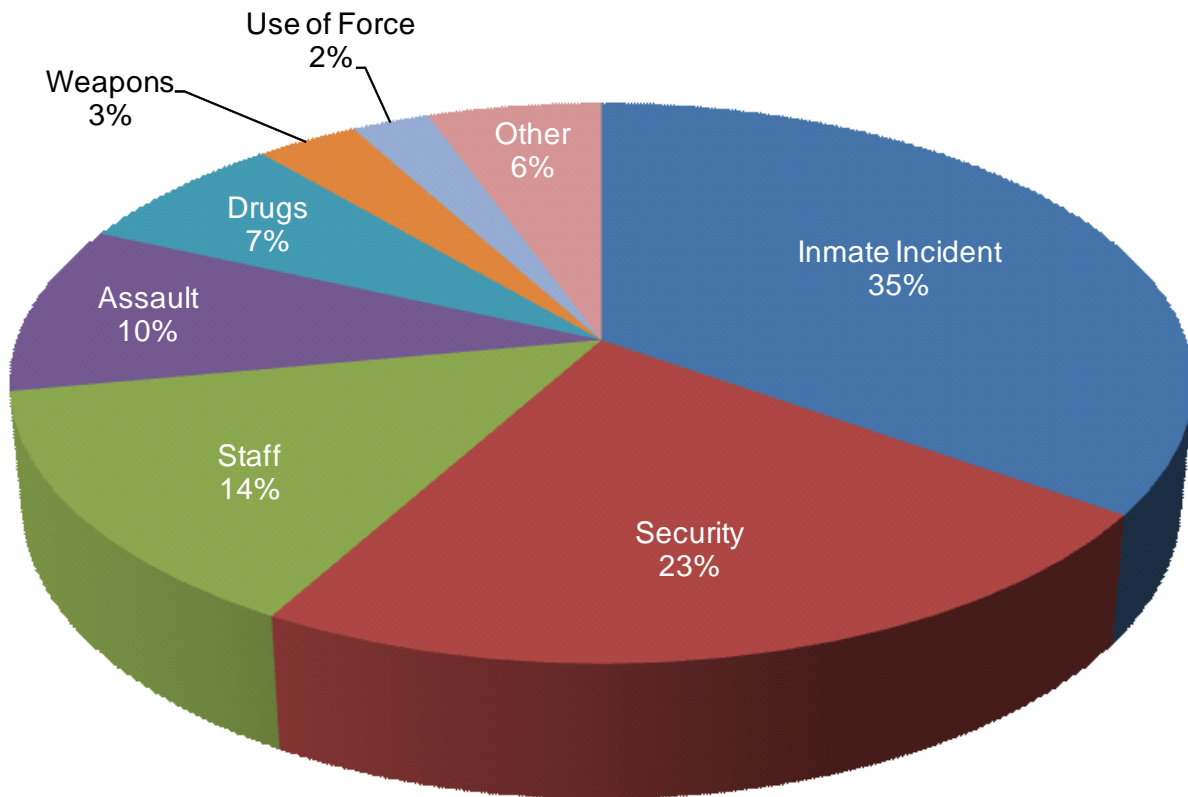
** Almost all escapes are walkways from prerelease centers.

Number of Concurrent Sentences in DOC Cases Filed by Powell County Attorney CY2006-2010



*Through first half of 2010

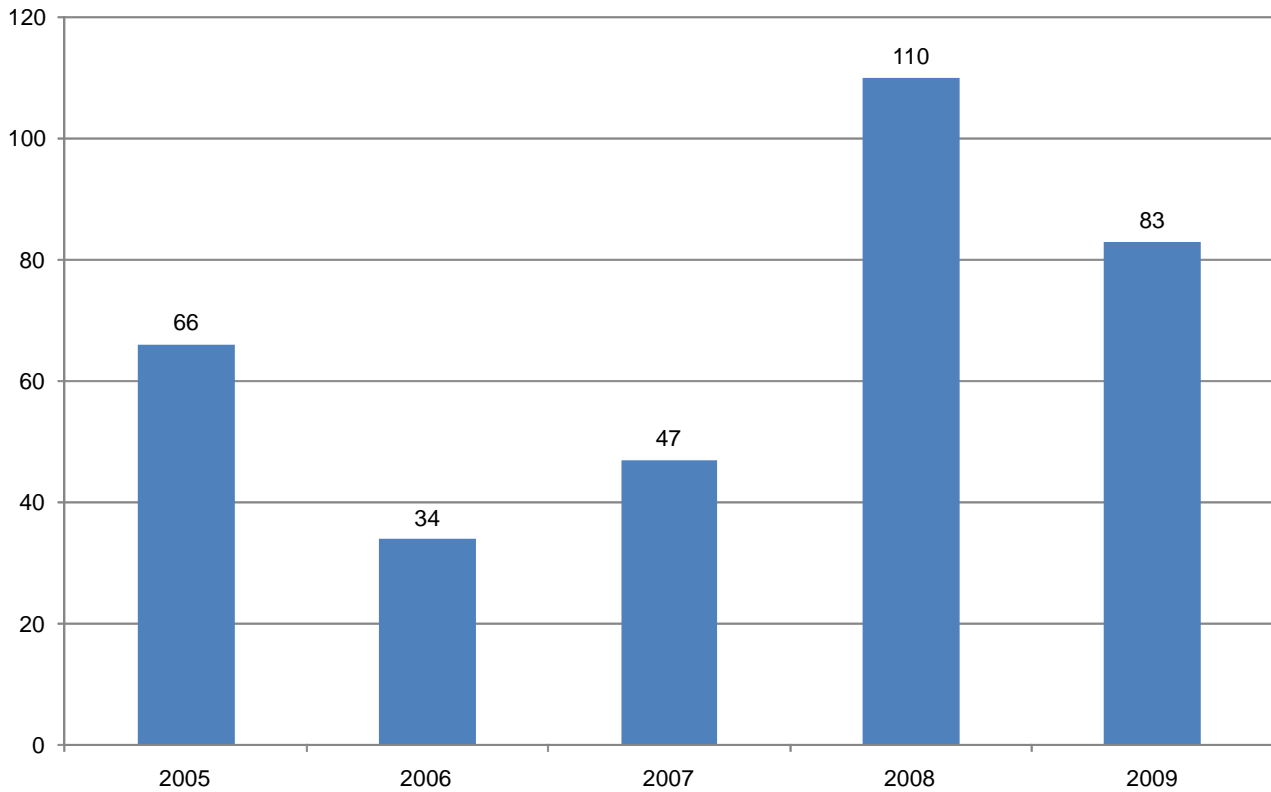
Incident Reports by Type - Montana State Prison CY2009



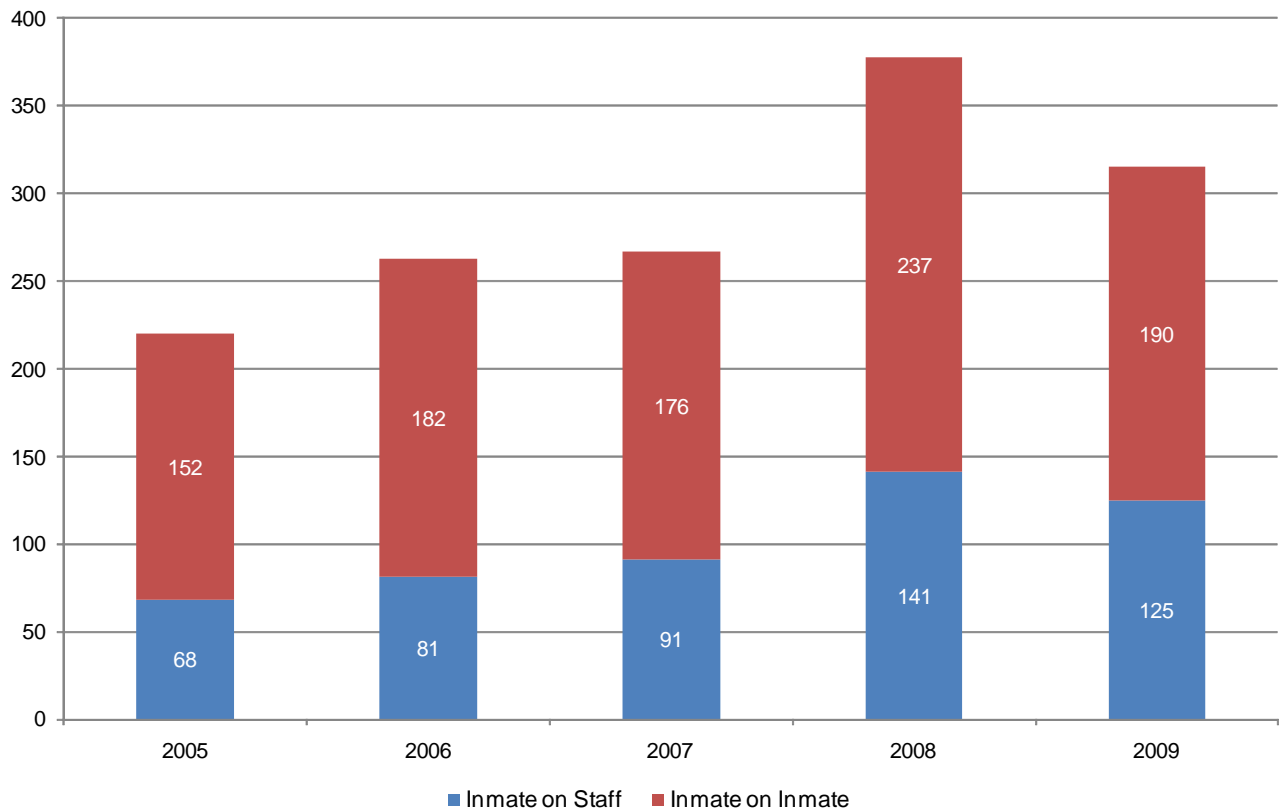
The Investigations Bureau in the Staff Services Division is responsible for investigating allegations and incidents involving offenders and/or staff at correctional facilities in Montana. Montana State Prison, as the state's largest correctional facility, demands much of the bureau staff's time. In 2009, the prison had 3,361 incident reports filed. One out of every 10 involved an assault of some kind. Eighty-three of the reports dealt with use of force required by staff.

One of the bureau's responsibilities is the monitoring of inmate phone calls from Montana State Prison. Page I-10 shows the volume of calls exceeded 600,000 in each of the past two calendar years. Inmates made an average of 1,774 phone calls daily during 2009.

Use of Force Incidents - Montana State Prison CY2005-2009

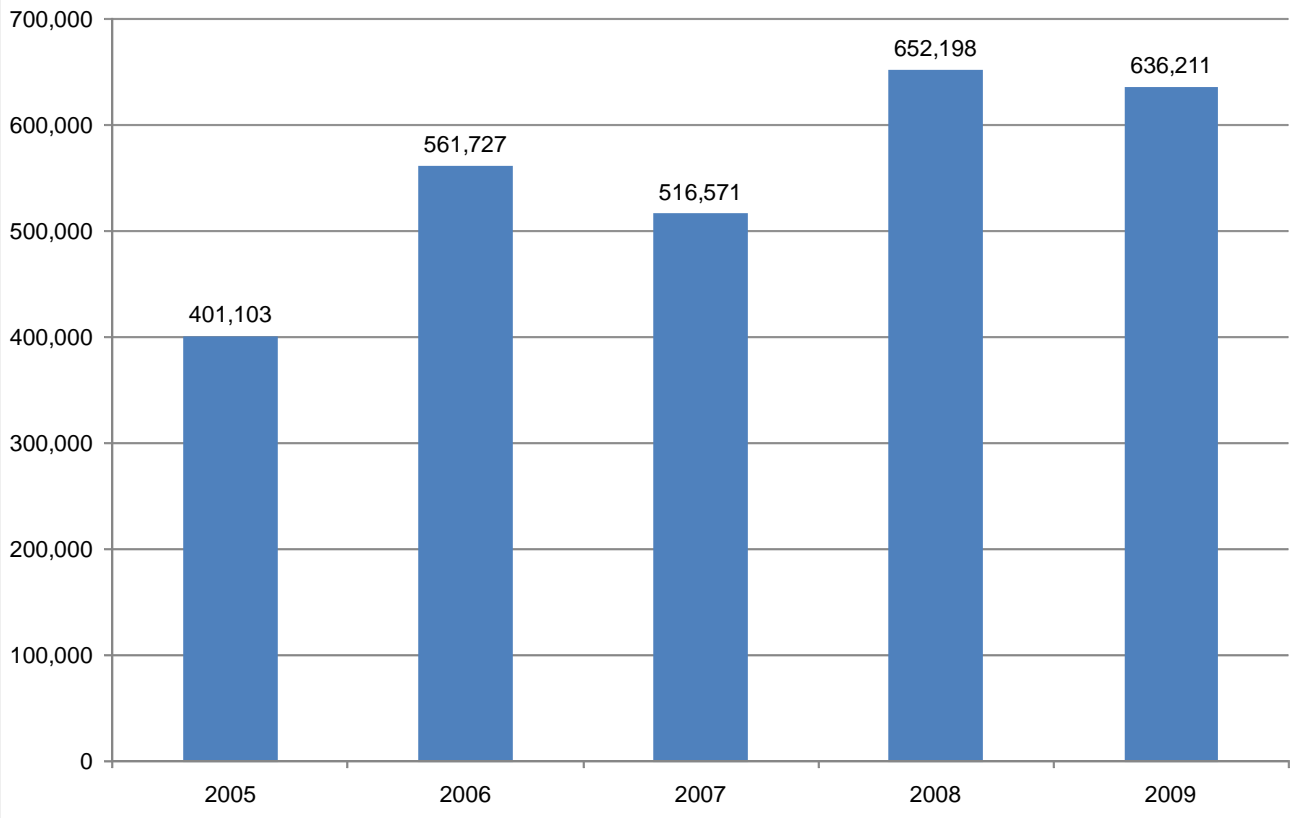


Assaults by Type - Montana State Prison CY2005-2009



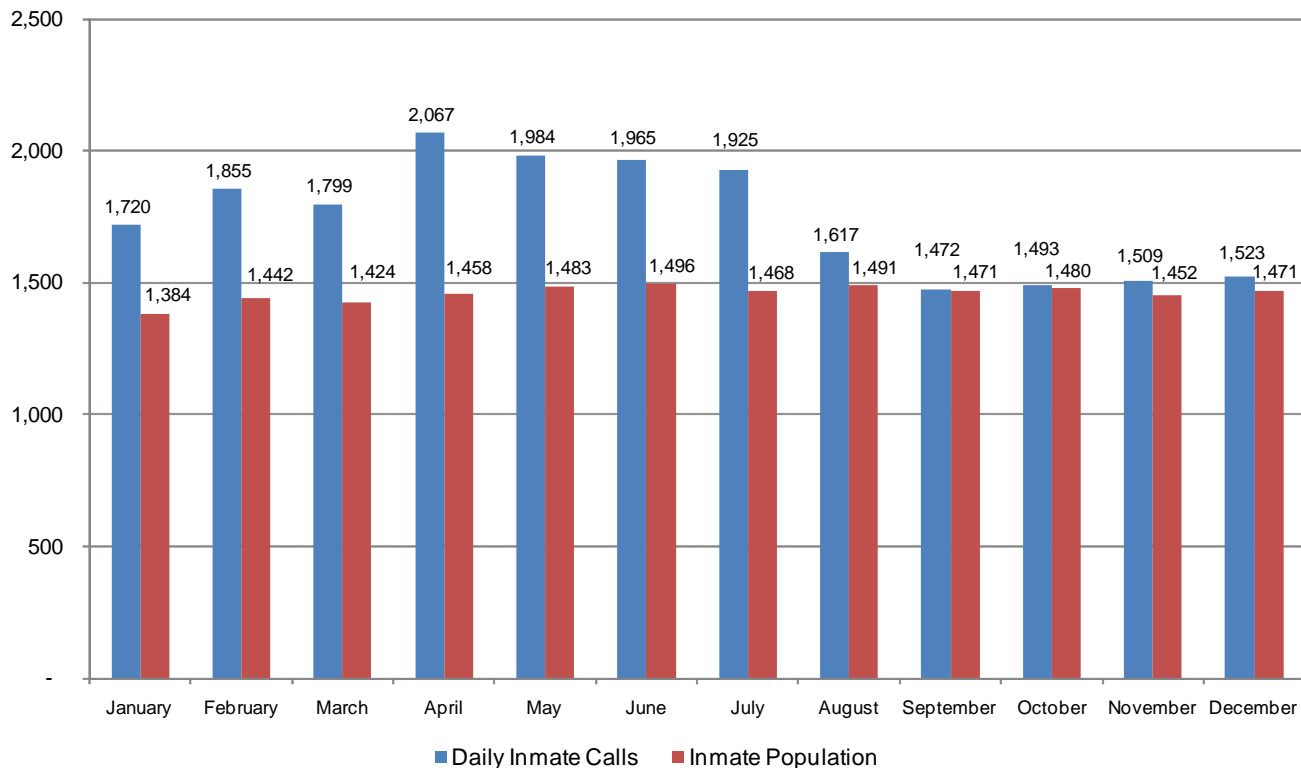
Inmate Phone Calls - Montana State Prison

CY2005-2009

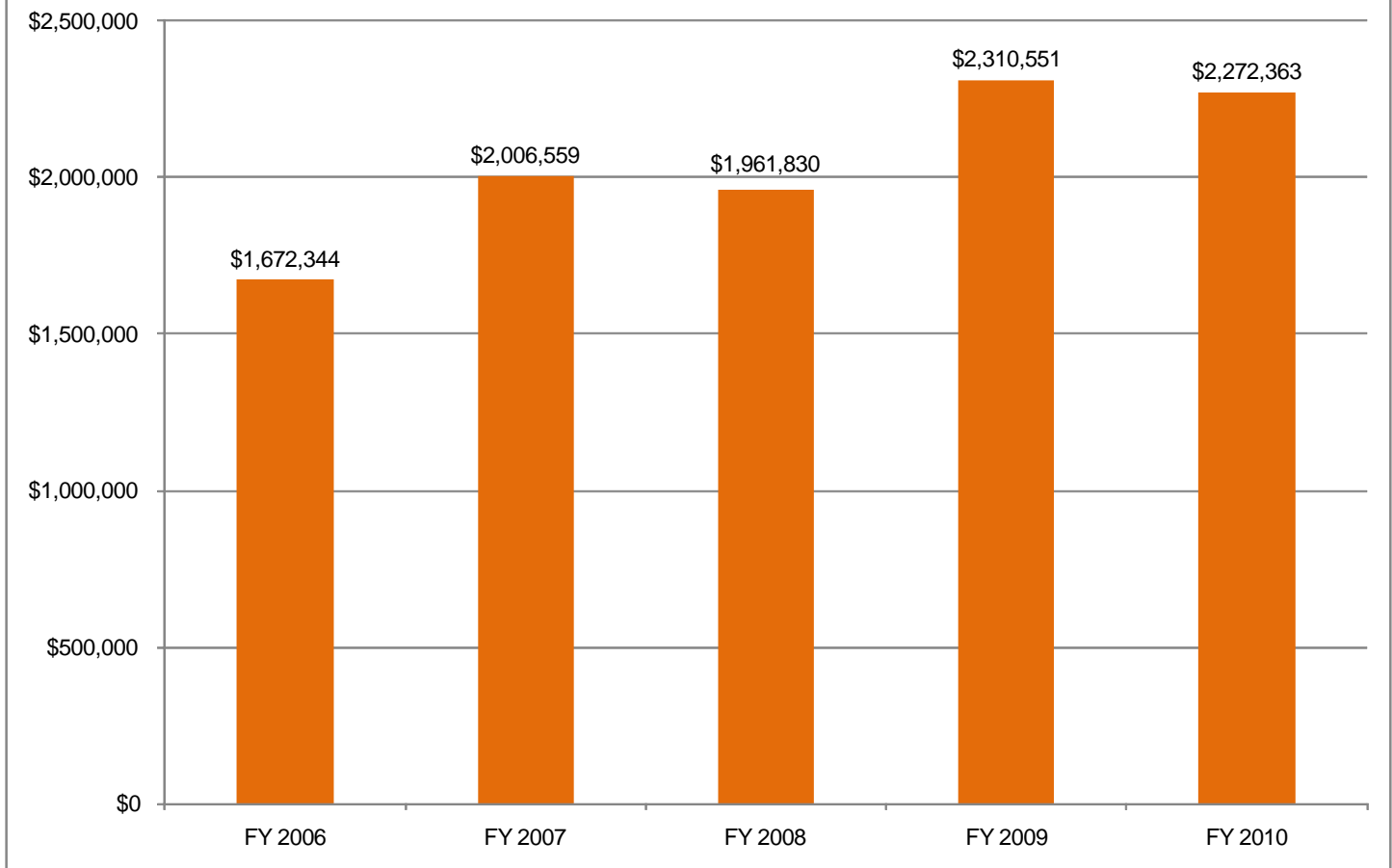


Average Daily Inmate Calls Compared to Inmate Population - MSP

CY2009



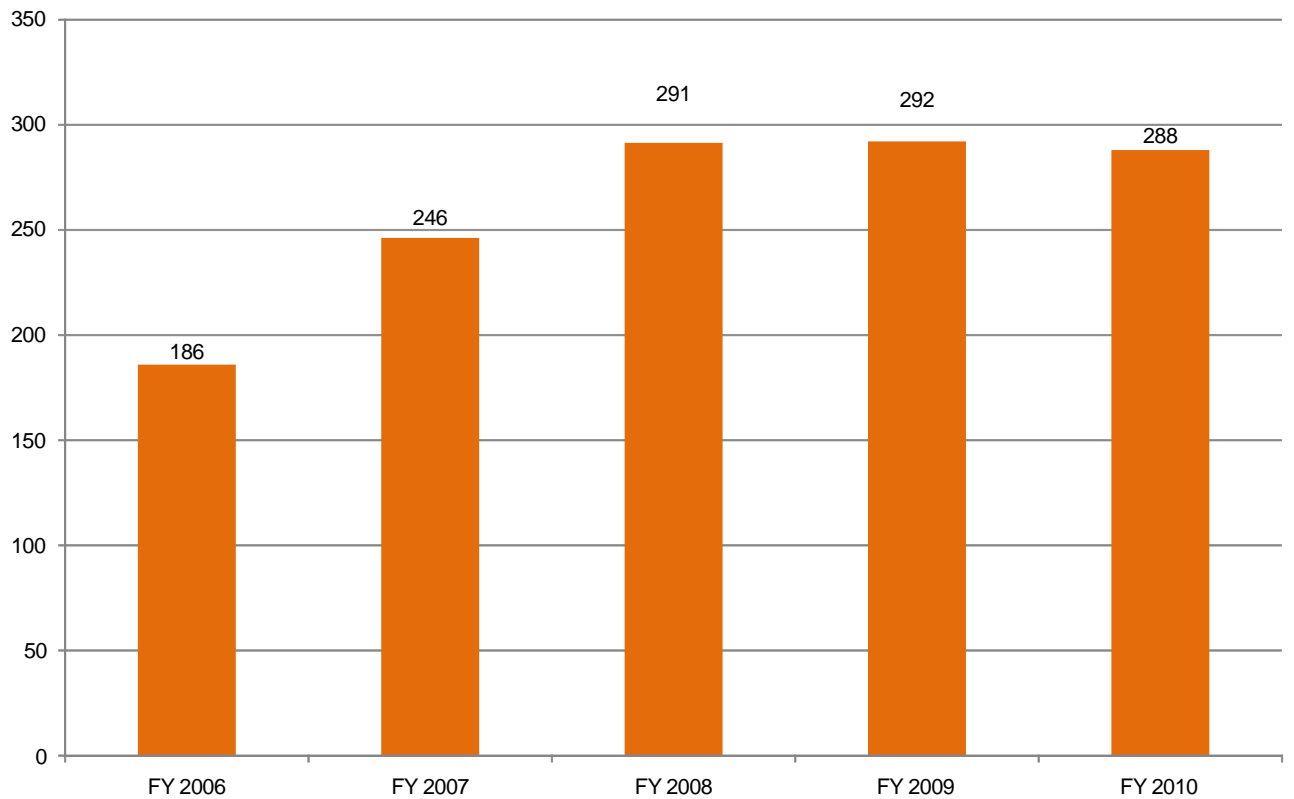
Annual Workers Comp Insurance Premiums Paid FY2006-2010



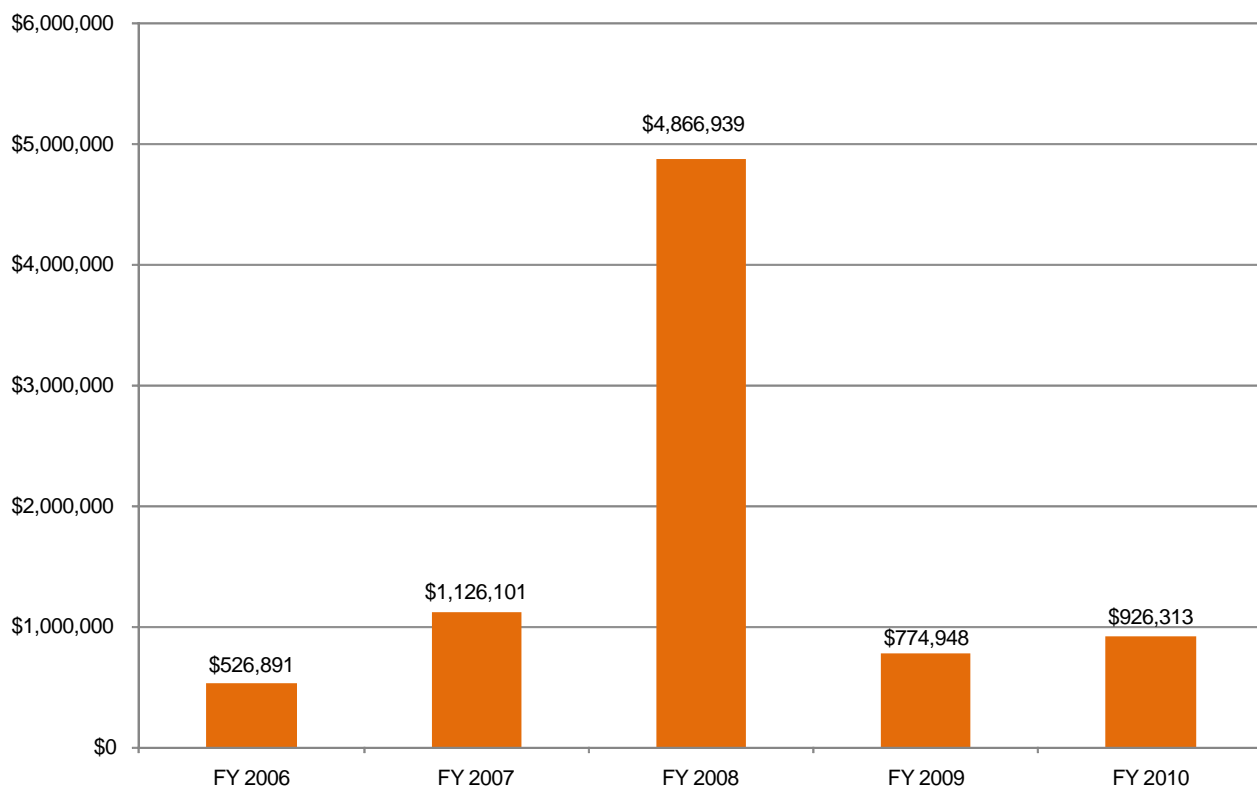
The Department of Corrections has made a concerted effort to reduce workers' compensation insurance claims for employees' on-the-job injuries. The agency's annual premium declined by \$38,188 in fiscal year 2010 and will decrease another \$473,000 in fiscal 2011 as a result of fewer and less-severe injury claims.

Annual claims payments remained fairly steady during the past five years, with the exception of 2008 (see page I-13) when a bus carrying staff to work at Montana State Prison struck a deer and crashed, resulting in one death and numerous injuries. The department had contracted with the bus service to provide transportation for employees living in Butte and Anaconda, as a means of mitigating the high price of commuting.

Annual Workers Comp Claims Filed FY2006-2010



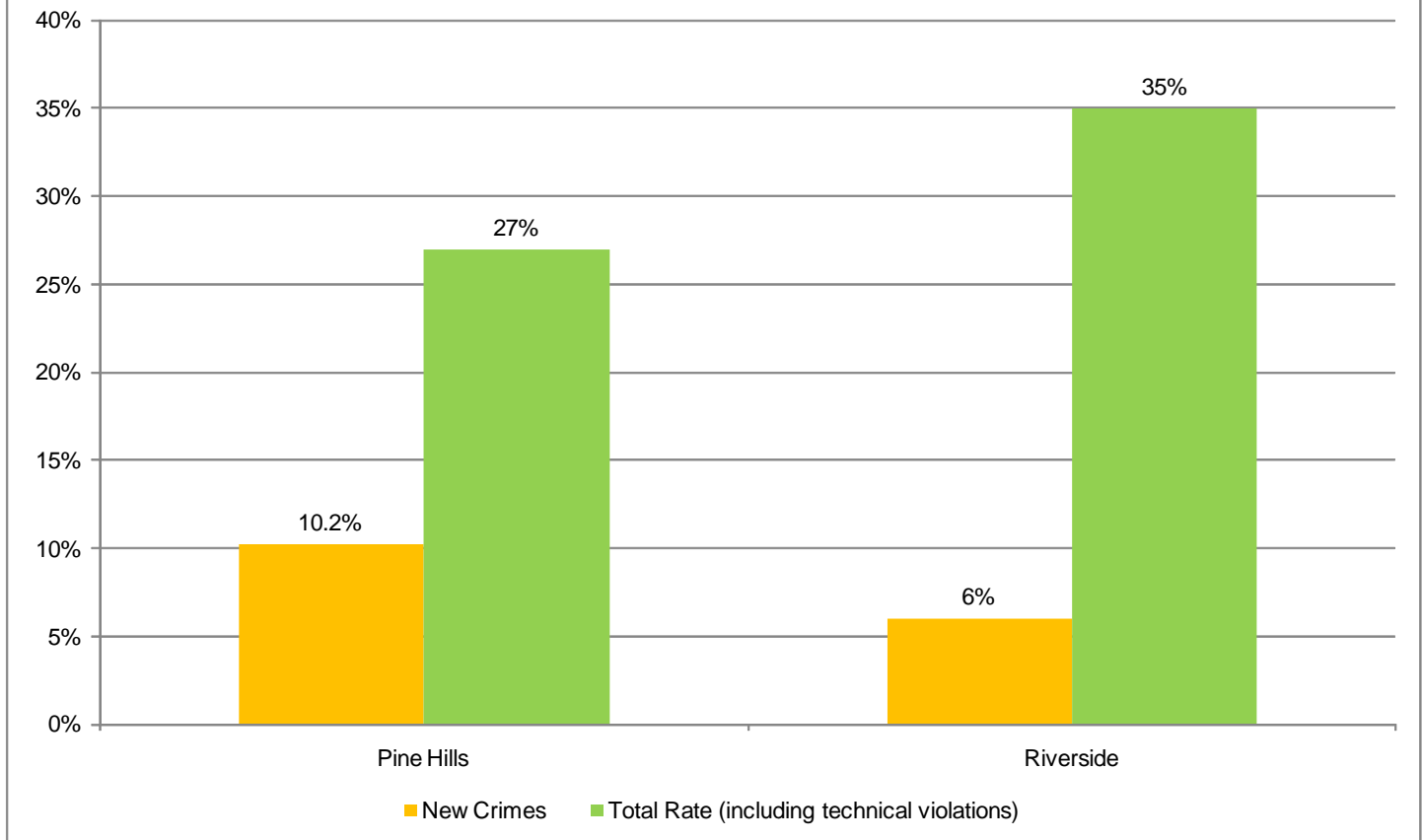
Annual Workers Comp Claim Payments FY2006-2010



Youth Services

This section contains statistical information related to juvenile offenders and the services available in juvenile correctional programs.

3-year Average Annual Juvenile Recidivism Rates by Facility and Reason FY2008-2010



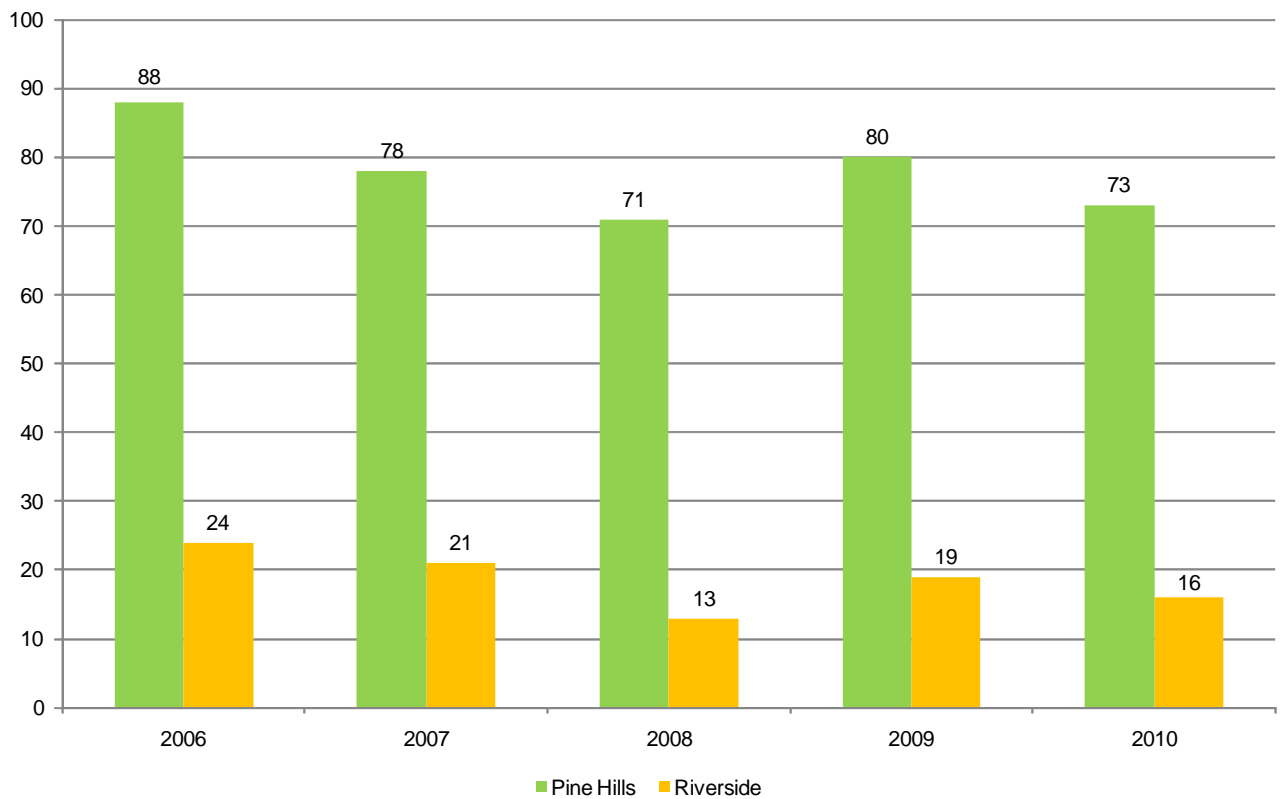
Recidivism

Recidivism measures the rates at which juvenile offenders return for either a new crime or a technical violation of conditions imposed on their community placement. No national juvenile recidivism figure exists because juvenile justice systems vary so much among the states, according to a 2006 report by the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention. However, a review of some other states' juvenile recidivism rates shows Montana's is among the lowest. A 2005 report indicated Washington state's rates were 72 percent for females and 77 percent for males. Another 2005 report showed a 45 percent recidivism rate in North Carolina, Virginia had a 47 percent rate in a 2008 report and Delaware was at 44 percent in a 2007 report. A 2004 report said the Oregon rate for juveniles was 32 percent.

Admissions and Length of Stay

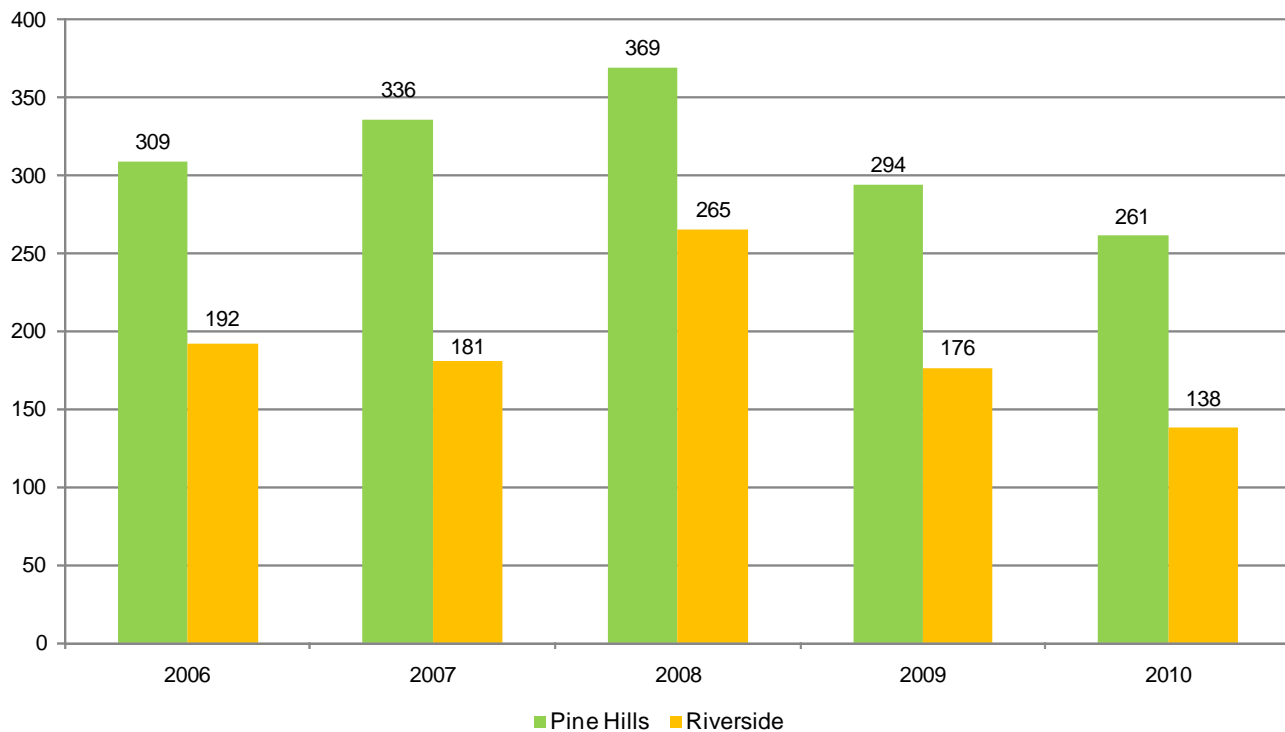
Both admissions and lengths of stay at Montana's two secure juvenile facilities were down in fiscal year 2010. Admissions at Pine Hills Youth Correctional Facility (males) decreased almost 9 percent from the year before and dropped nearly 16 percent at Riverside Youth Correctional Facility (females). The average length of stay at Pine Hills declined 11 percent from 2009 and 29 percent since 2008. The average stay at Riverside decreased 21 percent from 2009 and almost 48 percent since 2008.

Annual Juvenile Admissions to Secure Care FY2006-2010



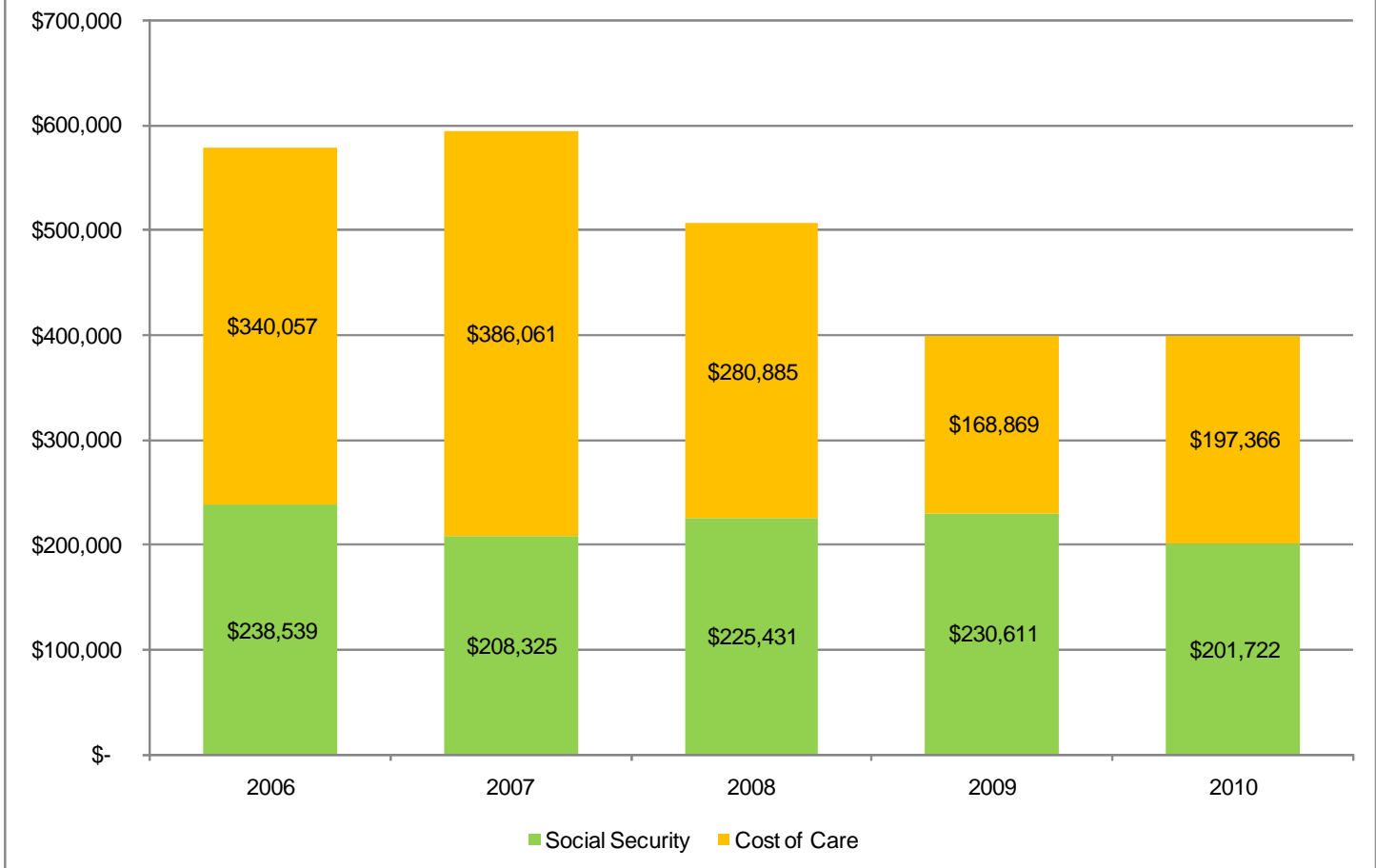
Male/Female Juvenile Average Length of Stay in Secure Care

FY2006-2010



Recovered Contributions by Type

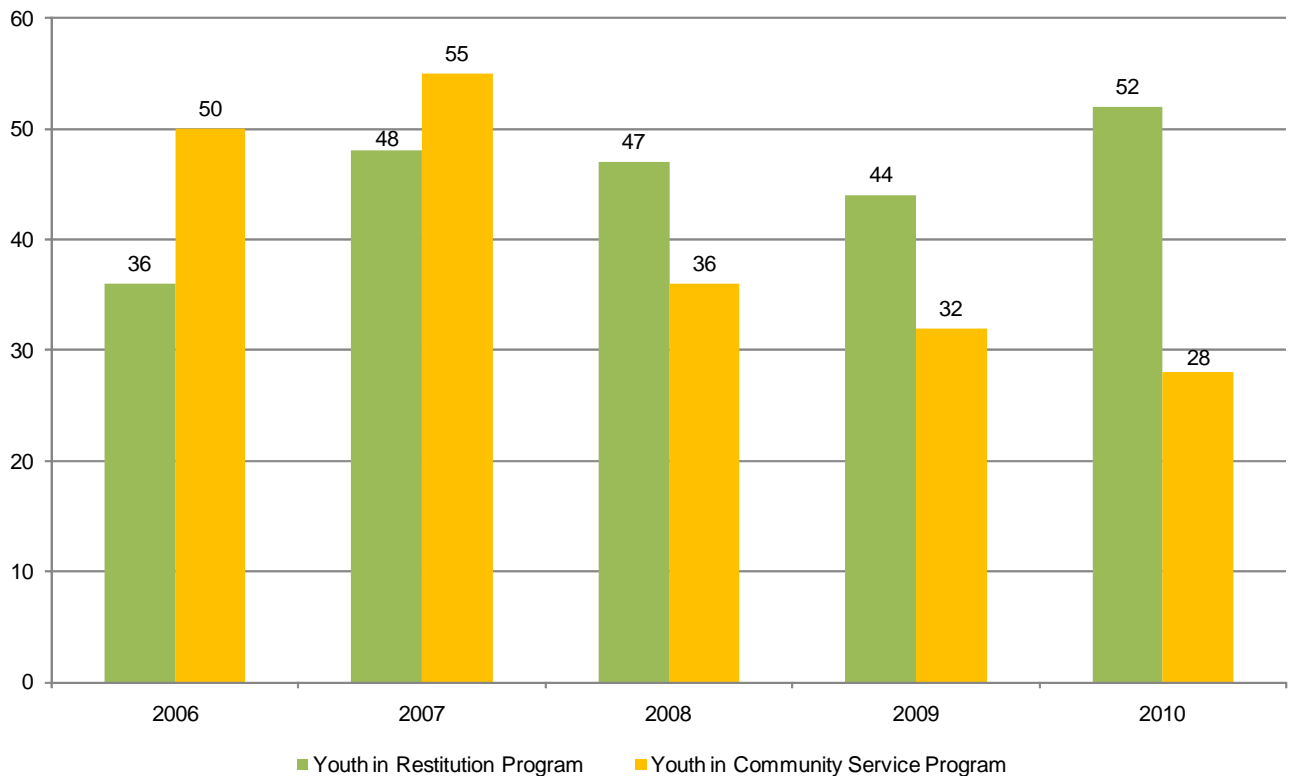
FY2006-2010



The state collects money from offenders' families to help offset the costs of their incarceration or participation in programs and services. The money comes from parental contributions and Social Security benefits. While the latter payments have remained fairly constant over the past five years, parental contributions decreased 42 percent, reflecting the declines in the number of admissions and shorter lengths of stay.

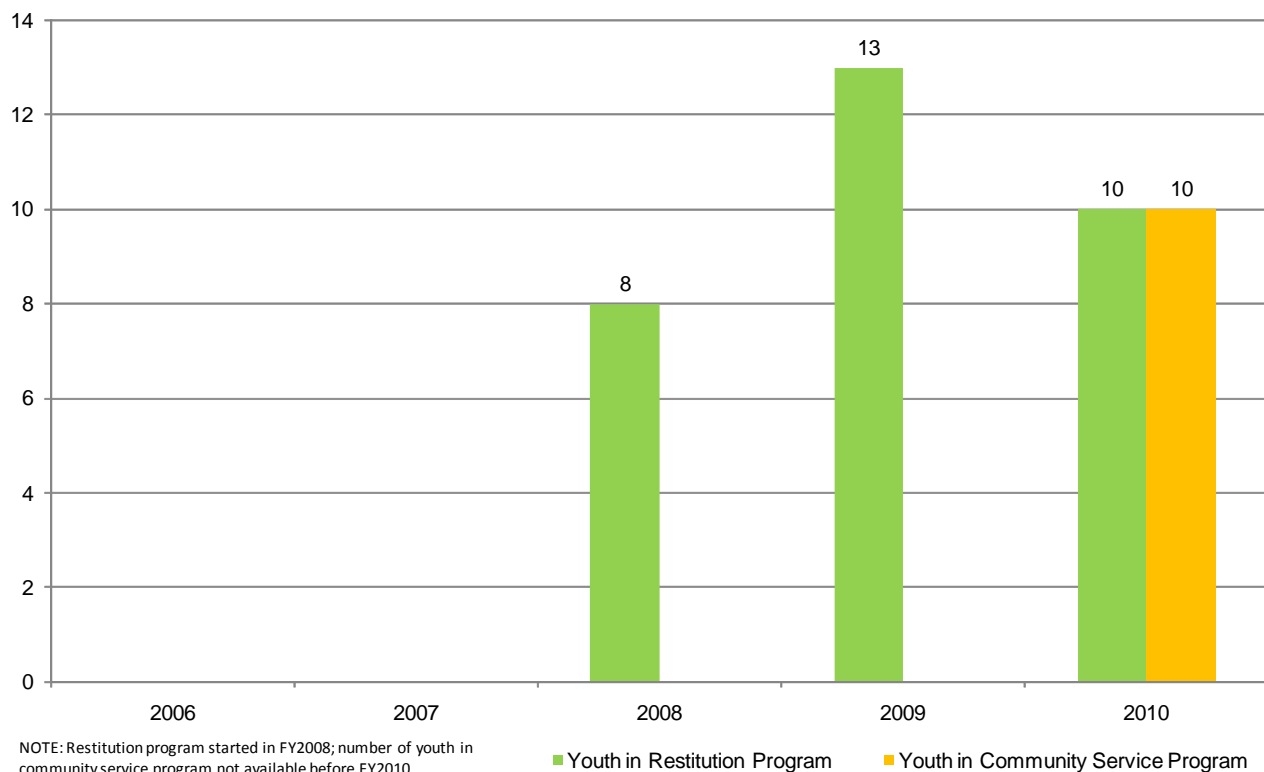
Youth in Restitution & Community Service Programs

Pine Hills Youth Correctional Facility
FY2006-2010



Youth in Restitution & Community Service Programs

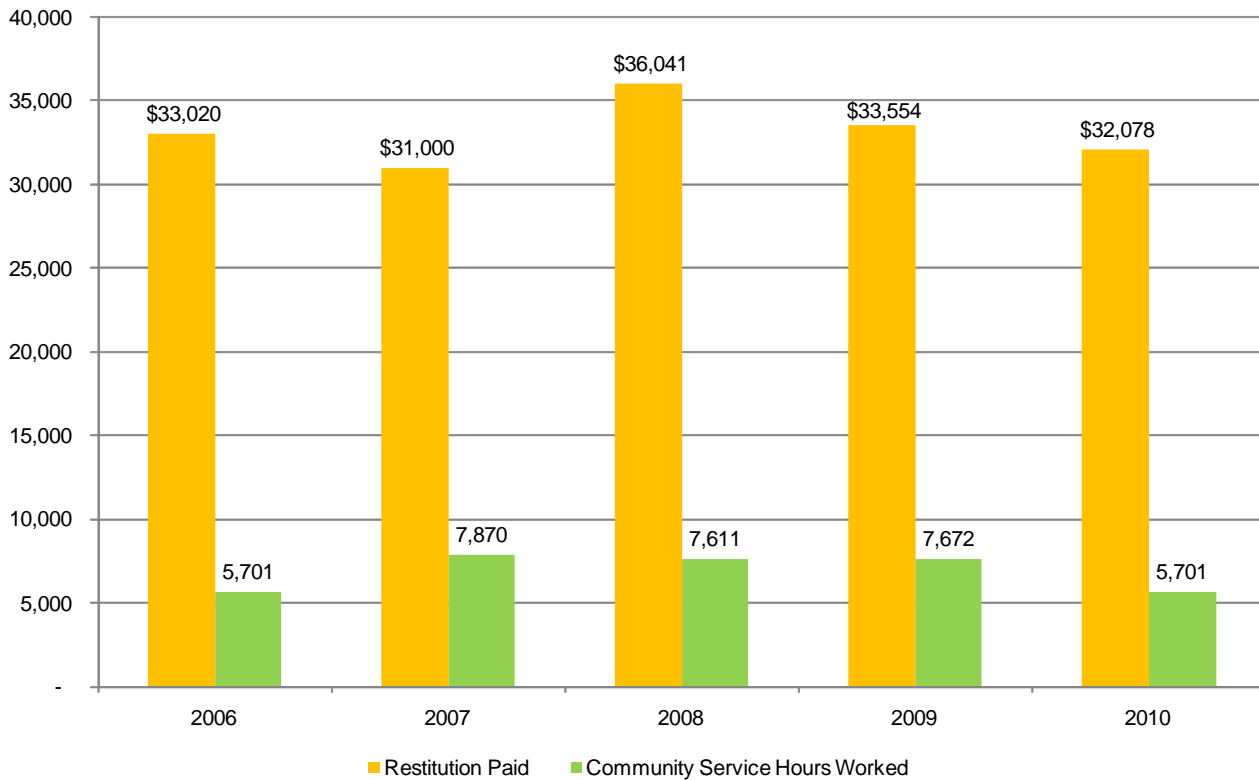
Riverside Youth Correctional Facility
FY2006-2010



NOTE: Restitution program started in FY2008; number of youth in community service program not available before FY2010.

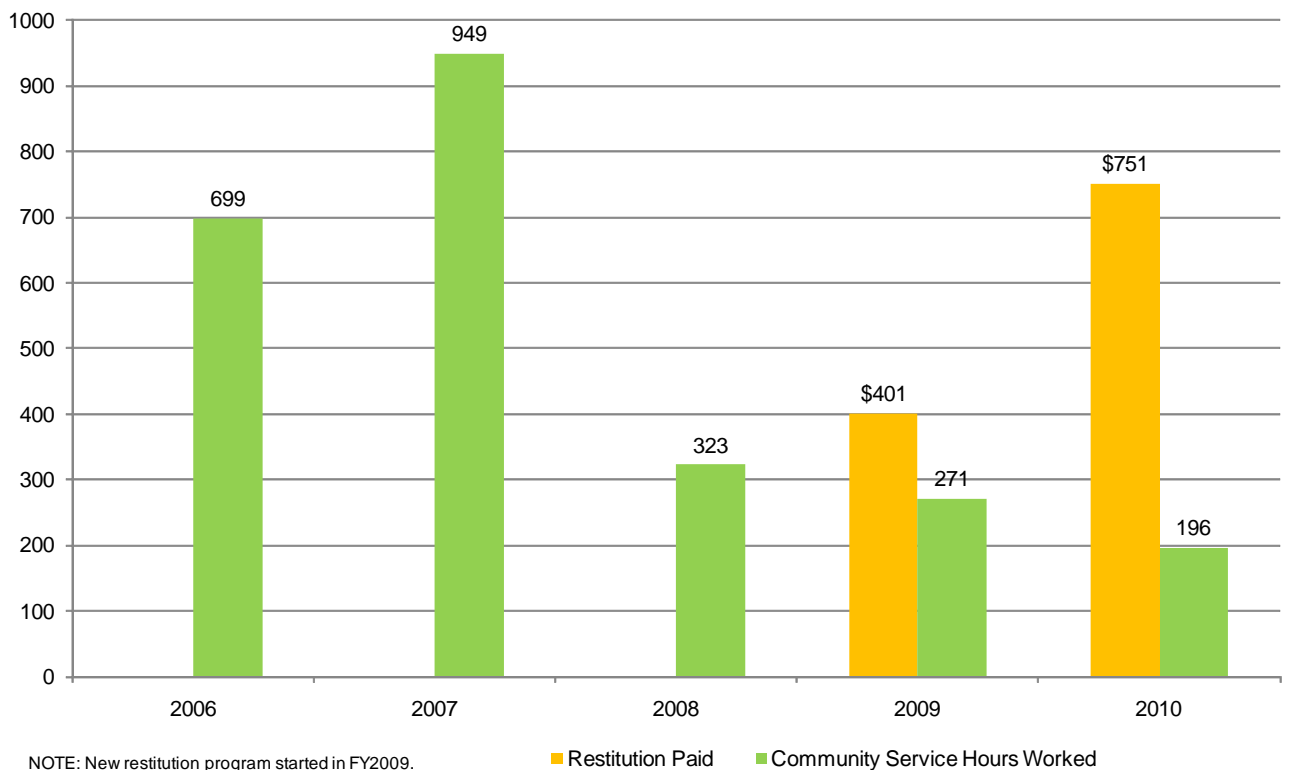
Restitution Payments & Community Service Hours

Pine Hills Youth Correctional Facility
FY2006-2010



Restitution Payments & Community Service Hours

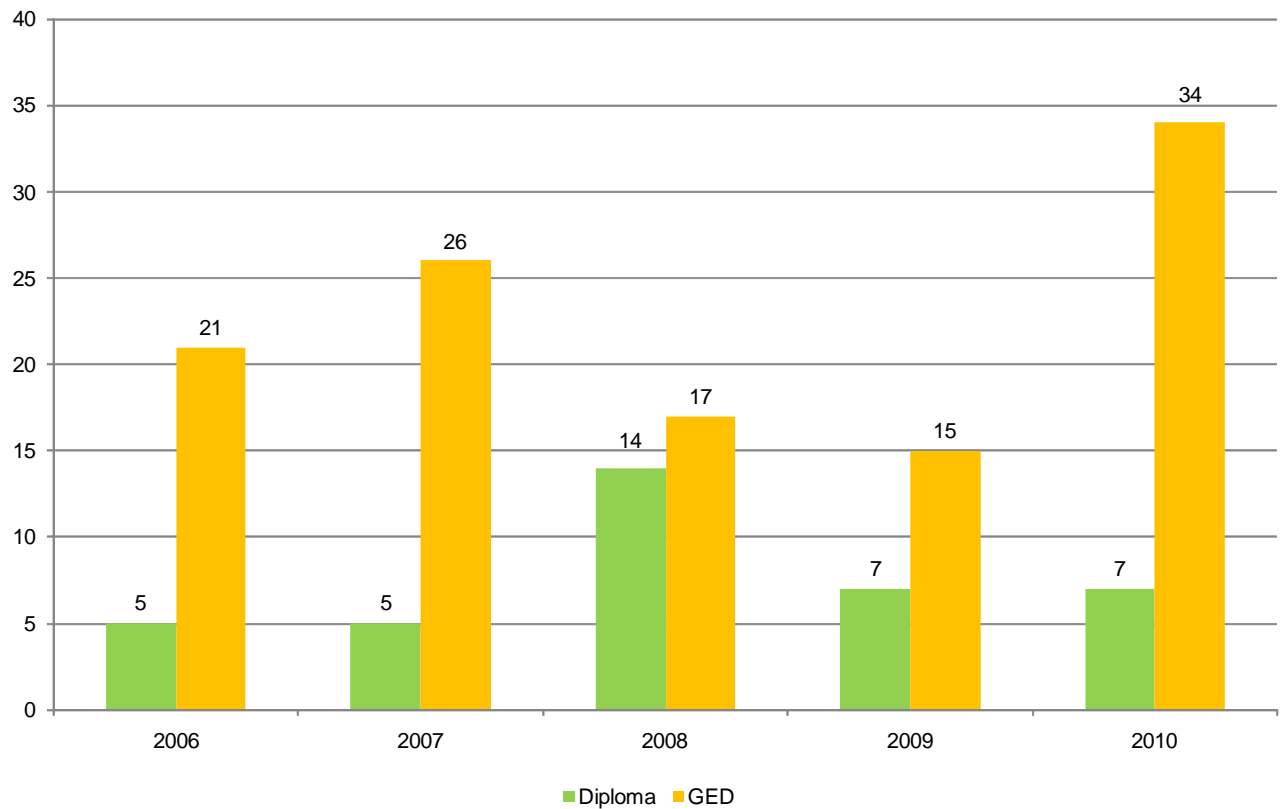
Riverside Youth Correctional Facility
FY2006-2010



NOTE: New restitution program started in FY2009.

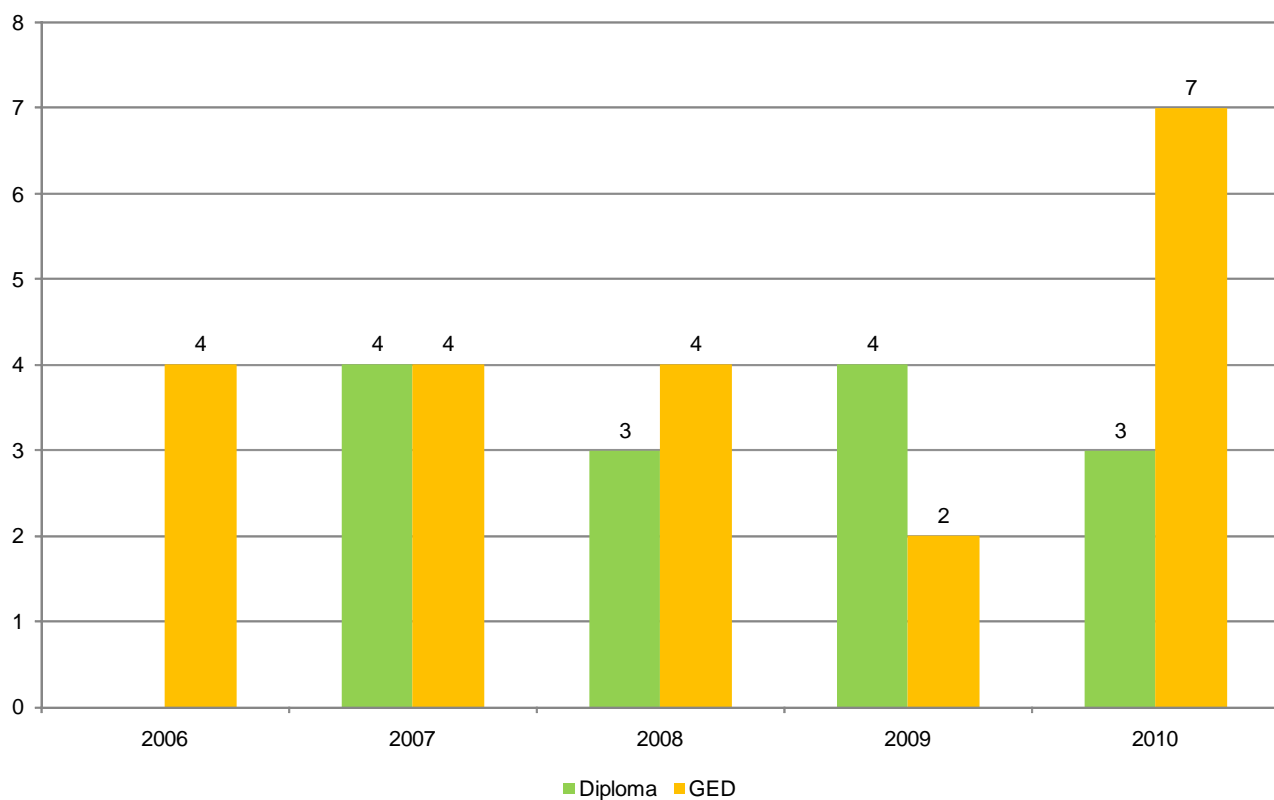
Annual Diplomas & GEDs Awarded at Pine Hills

FY2006-2010



Annual Diplomas & GEDs Awarded at Riverside

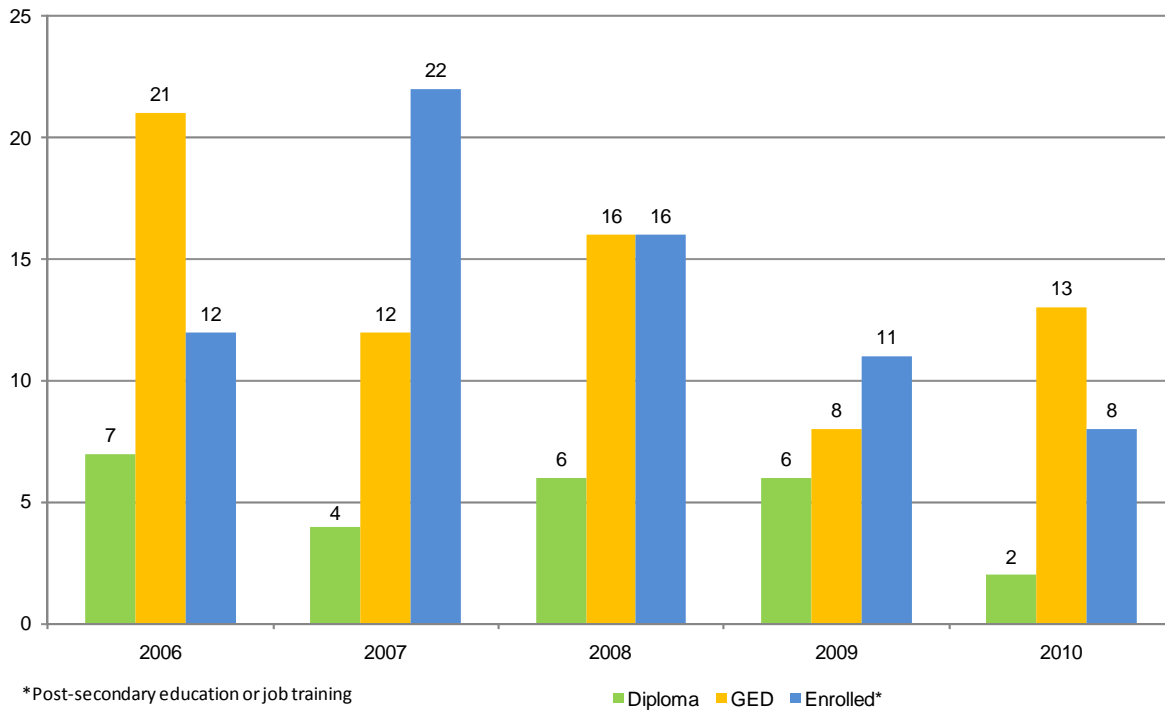
FY2006-2010



Diplomas, GEDs, Educational Achievement

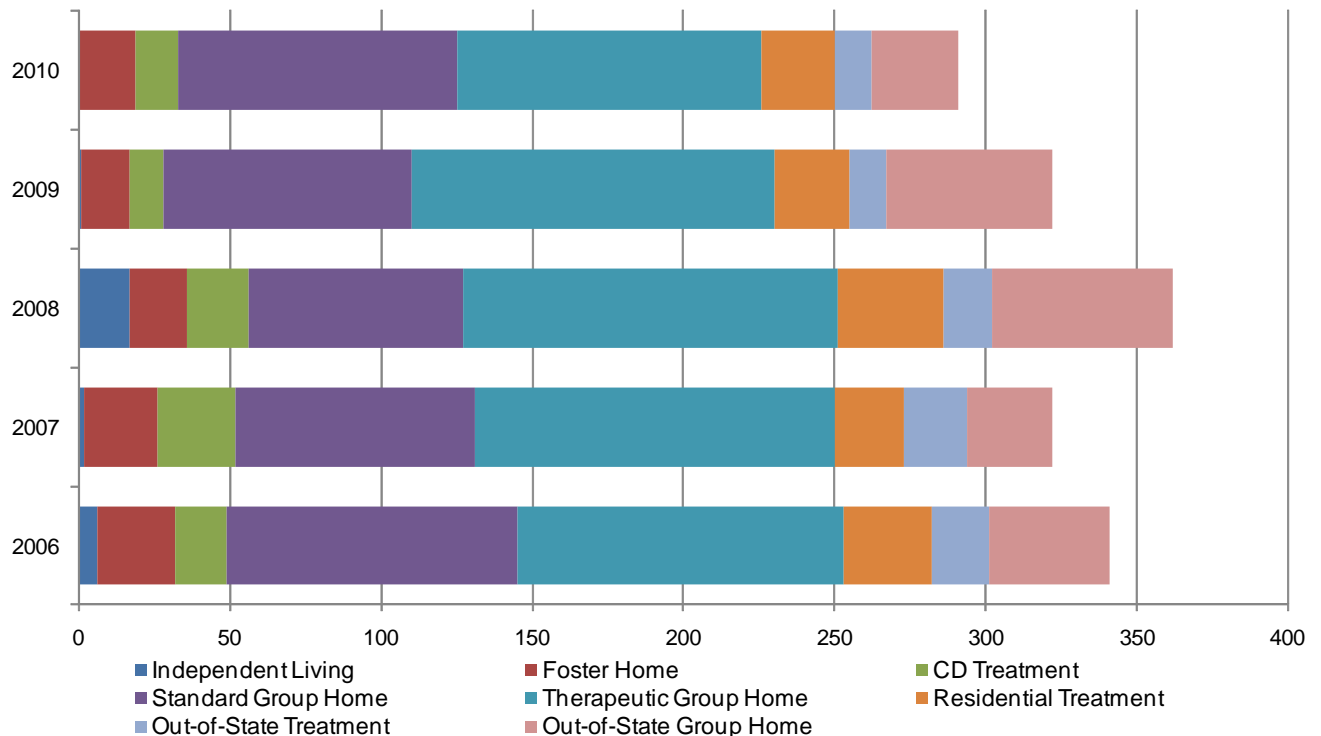
Youth Community Corrections

FY2006-2010



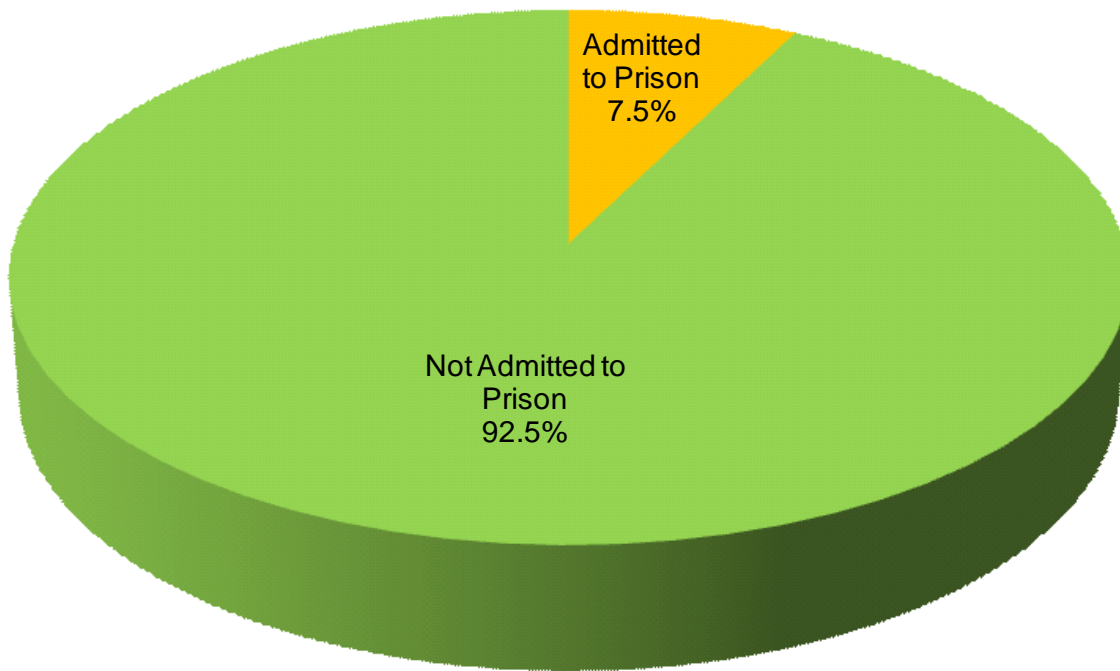
Annual Youth Placements by Program*

FY2006-FY2010



*Includes youths on probation and parole. Numbers represent youths in a placement for all or part each fiscal year, so some youths are counted more than once as they moved from program to program within the same year.

Outcome of All Youth Leaving Pine Hills FY2005-2009



While slightly more than 7 percent of juveniles leaving Pine Hills were later admitted to prison during this five-year period, one of the most challenging populations – sex offenders – had no recidivism during the three-year period, fiscal years 2008-2010.